

# Electrical Merchandising

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Electric Vacuum Cleaners  
Washing Machines  
Ironing Machines

*"Lighten the  
Labor of the Home"*

Every Machine Backed  
by Hurley Service and  
the Thor Guarantee

HURLEY MACHINE CO.

New York Chicago Toronto, Can.





**"His Only Rival"**

**The Lamp that Makes Electricity Do Triple Duty**

**T**HE wires that furnish electric service can bring you many other comforts and conveniences in addition to electric light, without increasing your electric bills.

Press a button and the wonderful power in those little wires springs forth, instantly ready to do your cleaning, to wash and iron the clothes and cook your breakfast right at the table.

Get more for the money you spend for electric current. Put into every socket in every room the lamps that make electricity do triple duty—Edison MAZDA.

Enough current is then saved to pay for the operation of several electrical home labor-saving appliances. With an electric iron, vacuum cleaner, washing machine, coffee percolator, toaster, grill. Housekeeping is no longer a wearing monotony of hard work.

Have your electric light company or nearest MAZDA agent explain more fully the constant uses for electricity in your home. And start *right now* to enjoy the brighter, whiter light of Edison MAZDA Lamps that use only one-third the current consumed by old carbons.

EDISON LAMP WORKS of General Electric Company HARRISON, N. J.




**EDISON MAZDA**

BACKED BY MAZDA SERVICE

**This Means Something to Every Contractor Dealer**  
**The people in your community who read Collier's**  
**or the Post will learn from this advertisement how**  
**to conserve current by making it do more work**









# Electrical Merchandising

The Monthly Magazine of the Electrical Trade

With which is incorporated ELECTRICAL MERCHANDISE

Volume 18

October, 1917

Number 4

## Sell Useful Christmas Gifts

**E**LECTRICAL merchants will find it well to remember, this coming Christmas season, that the country is at war. Trade during war time is not less, but different, than trade in peace times. People now are more practical. They have as much money to spend and the same inclination to spend it, but they are shunning the fripperies of past gift-seasons. This is greatly to our advantage.

For electrical appliances exactly match the mood of this year's Christmas buyers. They are essentially useful. Beyond that they have the quality of not being commonplace, of not embarrassing the recipient by their utility.

A few years ago the giving of a vacuum cleaner or an electric washing machine at Christmas would have been considered as about equivalent to the giving of a ton of coal or an invoice of groceries. To-day there is nothing incongruous about such a suggestion. On the contrary, it is in accord with the spirit of the times—the spirit which dictates meatless days, the spirit which spurs rich women to knit soldier sox, the spirit which last spring turned lawns into war gardens.

Electrical merchants who take advantage of this spirit to increase the sale of useful electric Christmas gifts will do more than reap a selfish profit—they will promote and give efficient direction to the nation's need and desire for economy and conservation. Electric gifts conserve labor; they save time; they develop efficiency; they promote economy—therefore they are the sort of gifts folk want during war time.

But because they are the sort of gifts which will have a heavy natural demand does not mean that the public will come trooping uninvited into the electric shops to buy them. The coming holiday merchandising will require quite as much careful planning, clever advertising and keen selling effort as in previous years. The difference this year is that the sales will be greater, the profits larger.

You, reader, can only get your share of these sales, this profit, by starting your campaign early, by carrying it on aggressively, by taking advantage of every available selling plan and suggestion which promises to aid in the sale of useful Christmas gifts.

# First Steps in a Great Merchandising Plan

**T**HE National Electrical Contractors' Association has taken a place of leadership in the merchandising of electrical supplies and appliances. A radical plan of reorganization was adopted at its New Orleans convention on Oct. 11—including a new constitution which makes possible the development of a new organization that can become a tremendous force in the industry.

Contractors and contractor-dealers are awakened as never before to the opportunity for them to be the electrical merchants of to-morrow. The chance is there. Leaders in all branches of the industry have expressed their belief in the movement. Now it is up to the rank and file of the electrical contractors and dealers to put this plan over.

Details of the constitution and of the needs of the organization are given in the following pages. What is now needed is action. It is not an easy or simple task. On the convention floor state after state pledged itself to President Robley S. Stearnes. Behind these pledges must be the combined action of every contractor-dealer and electrical merchant of every community. Thousands of these men are reading this journal. We urge that each one of these readers, not now members, join the new National Electrical Contractors' and Dealers' Association.

We urge that doubt and suspicion be cast aside. Now is the time to be big, not small. Now is the time to forget local faction fights and line up for the industry. Now is the time to back the officers and directors of the National association as never before.

Local committees will soon be at work. Listen to them. Write to association headquarters for more information. Talk with your friends. And more important, talk with men whom you have imagined are your enemies.

The National association has to-day 1100 members. Its new constitution and its stated program for sound merchandising and sound business practice make 25,000 practicable.

Take one thing at a time. Investigate, ask questions, then join the association and be a part of this great movement. —*Editors ELECTRICAL MERCHANDISING.*

## The Ills in the Industry and their Remedies

*An Address before the National Electrical Contractors' Association at its New Orleans Convention, Oct. 11*

By WILLIAM L. GOODWIN

**I**N approaching this whole question of the ills in the electrical industry and their remedies, I have endeavored to confine my study and recommendations to basic principles. And I want to add that the plan I am presenting to you to-day is not claimed to be original, but is the result of the collective thought, study and experience of the thoughtful men of the industry. My part has simply been to uncover these facts, tabulate them, and present them in understandable form.

### TRUTH AND FACTS ARE NEEDED

We are dealing with facts, and not theories. One of the fundamental ills of our industry has been the lack of inclination or courage on the part of leaders of our industry to go before groups of men in various trade or-

ganizations and state facts and truths. No man should ever be asked to address a meeting unless, first, he has something to say and, second, he is willing to state the truth.

The whole plan of retail electrical merchandising which I am going to present is not a theory. It is a fact, and it is in practical operation in some sections of the country. It is a plan that has proved its value and merit throughout more than four years' actual experience. So we are going to deal, in this whole question, with facts and not with theories.

### WHAT IS THE GOODWIN PLAN?

The question has been asked many times, "What is this so-called Goodwin Plan?"

The Goodwin plan involves a campaign of education now under way, conducted principally through trade papers, trade organizations and other channels, to co-ordinate the various interests in the electrical industry.

Or, to put it another way, the plan seeks to bring together in harmonious action the various interests in the industry, so that there may be established the retail distribution of elec-

trical materials, at fair prices to the consumer, and with a fair profit to all parties taking part in the transaction.

The plan assumes that each individual owes a responsibility to the organization representing his branch of the industry, and that the organization owes a similar responsibility to its members; that each organization representing each branch of the industry owes a responsibility to all other organizations in the industry, to the end that all problems may be discussed, having in view the interest of all—thus providing a basic plan for more adequately and efficiently serving the American public and resulting in an extension of the activities of our industry to the great undeveloped field before us.

That, and nothing more, is the so-called Goodwin Plan.

### GETTING AT FUNDAMENTAL CAUSES

To get down to the real question of the ills of our industry we must constantly have in mind that in order to provide a remedy we must first determine the cause. Most of our effort in the past has been to solve *simply the problems before us, without any con-*



sideration of the basic causes of the trouble.

It is useless to discuss, for instance, the question of organization or the question of merchandising, and to criticize the methods proposed, unless those of us doing the criticising are in possession of the basic facts—and what I mean by basic facts are subjects and information that have never

not realized that the basic cause is outside of their own organization. No effort has been made to approach the subject from that standpoint.

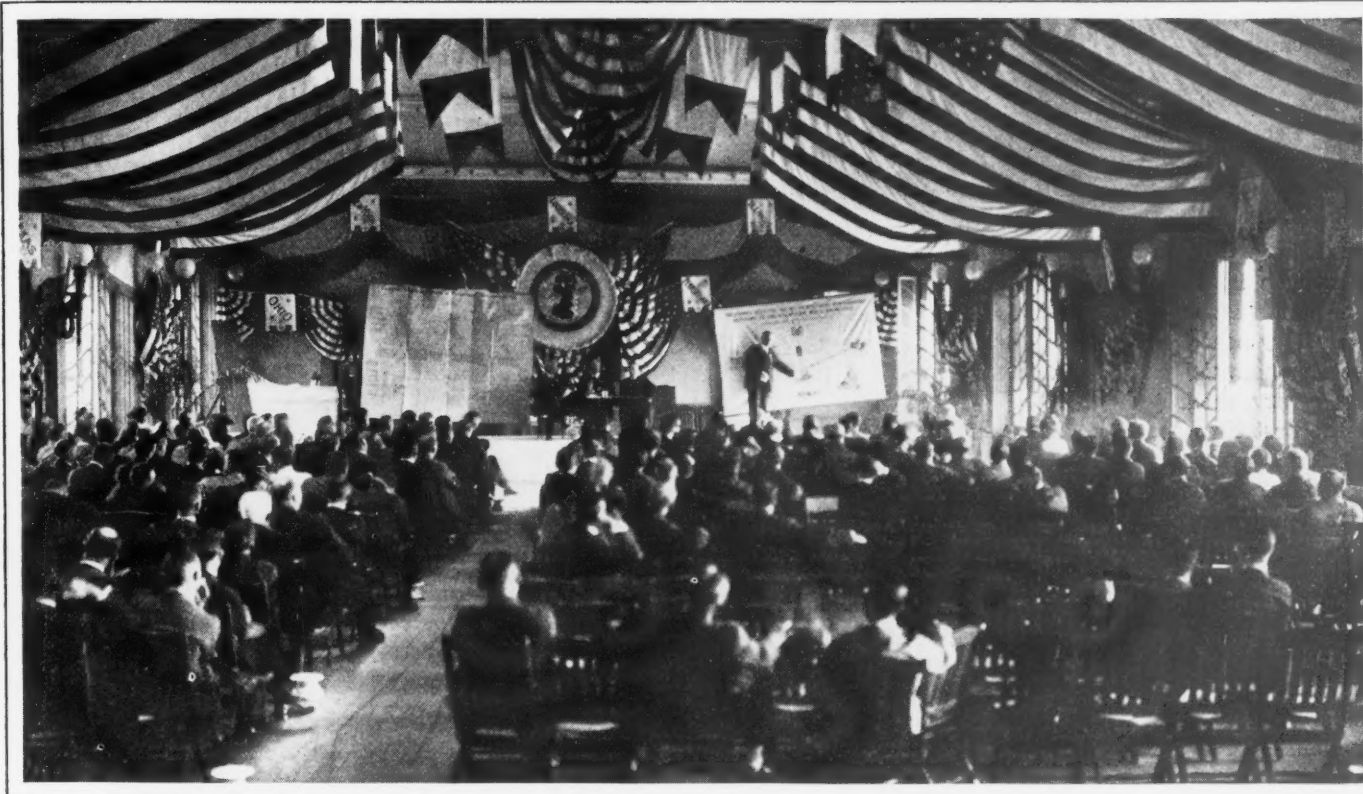
That is what I mean when I say that our trade organizations should deal with and discuss only basic facts.

Another ill of the industry has been the attempt on the part of existing organizations to solve these many prob-

to "self" problems, and not to fundamental problems.

#### INDIVIDUALS CANNOT SOLVE PROBLEMS ALONE

Furthermore, individuals have likewise attempted to solve these many problems, and in their attempts practices have been instigated that have resulted to their own detriment. No



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"That, and nothing more, is the so-called Goodwin Plan."—W. L. Goodwin in his address before the National Electrical Contractors' Association at New Orleans, Oct. 11.

been discussed in our various trade organizations.

#### BASIC DIFFICULTIES FROM WITHOUT

I recently attended a meeting of electrical wholesalers and found that the discussion at this particular meeting was along the lines of internal investigations of costs, "overhead," packages and distribution; that much time and money was being spent by the organization in the solution of such questions; whereas, as a matter of fact, it occurred to me immediately that the basic cause of these members' difficulties was from without. The men of that organization have been discussing such problems for probably ten years, and even now have

lems by treatment only within their own organizations. It is impossible, in an industry such as ours, made up of at least four commercial factors, to solve any of the more important problems, except first by discussion within each organization and conclusion as to basic facts, and, then, by co-ordination, bringing the other organizations together to discuss the problems jointly by all interested. Until that one principle is recognized the solution is not near.

The activities and efforts of existing organizations representing separate groups have been, to a large extent, without regard to the interests of others. The trouble has been that their discussions have been confined

individual, be his importance ever so large, or ever so small, can, by single, individual effort, solve our problems. That is impossible. I, therefore, want to impress upon you that regardless of your own importance to the industry, regardless of the size of the corporation or company that you represent, you are wasting your time if you attempt to solve these problems individually.

Probably the greatest ill of our industry to-day is the lack of appreciation of the importance of selecting the right leaders, or, having selected the right leaders, it is the failure to stand behind them, no matter whether we temporarily believe those leaders are right or wrong.

It has been almost impossible to treat with basic causes, on account of the great lack of proper organization in the industry. I started many years ago to gather statistics of all kinds, which led me into gathering information on the various electrical contractor-dealer organizations of this country. Selecting seven out of all existing organizations, it quickly developed that those seven organizations are operating on seven distinct plans. Where can you get under such conditions?

While I do not claim that conditions on the Pacific Coast are 100 per cent—and they never will be anywhere—I want to point out that nevertheless there is one section of the country, at least, where the contractor-dealer organizations are operating under a uniform plan, permitting the creation of an advisory board of the various Coast associations which came into existence only a very short time ago—so that for the first time they are able to discuss fundamental questions of interest to all, because they are operating under a uniform plan.

#### MEMBERSHIP IN N. E. C. A.

Another great ill has been the form of the N. E. C. A. As a result the nature of the contractors' association has not permitted the treatment of the problems before you to such a degree that you have been able to attract the great numbers of men in the contractor-dealer branch of the industry. This is evidenced by the fact that in the many years that this organization has been operated you have now a membership of approximately 1100. That suggests a fundamental fault right there. What the fault is, or was, is now immaterial. I classify it as a fundamental fault. That is not with the idea of criticizing the men who have worked so honestly and faithfully in behalf of the interests of the organization, but it is simply an evidence of the many difficulties we have had in struggling with our problems—because the same thing is also evident in all other organizations.

Therefore, in approaching the question of organization, it seemed immaterial to me how the various clauses of the proposed new constitution were set in order, or what the objects of the organization were to be; but it appeared essential to provide a basic plan of organization that would take care of present and future requirements.

The plan of organization shown upon

the chart [reproduced opposite] may leave the impression that the scheme is too elaborate, that it is too involved. But you must remember this one point—and if you ever lose sight of it you will lose sight of the fundamental reason for your present small membership—that, of the great number of electrical contractors and dealers in this country, the large majority will never be able to attend any but the local meetings held in the local groups. That is as far as they will be able to go. Financial and other conditions will not permit of their even traveling to the district meeting, nor to the State meeting, nor to the division or national meetings, and if you cannot provide a plan which will permit of an organization where all matters discussed above may be passed upon and presented for discussion below, you cannot interest the thousands of men in this business.

So the idea that I have had in mind at all times was to provide a simple organization within the reach of all, and, at the same time, to provide a connecting link, where the bigger problems discussed above in the larger organization could be passed upon by the smaller organization. Less than 10 per cent of the membership of this proposed organization will ever get to a national meeting, no matter where it is held.

#### MUST PREPARE TO COLLECT STATISTICS

Another fault in the N. E. C. A. form of organization, due to the smallness of the membership, has been the lack of adequate funds to collect statistics and conduct the proper propaganda before you. Lack of funds results in a lack of a proper and efficient staff. This work cannot be carried on except at great expense.

I believe that, fundamentally, it will be necessary for this organization to develop an income of at least \$250,000 per year to properly treat with the problem before the contractor-dealer. In order to do that, for your own self-interest, you must have the financial support of every contractor-dealer concern in the industry, so far as it may be possible for you to enlist their support. You need that money to provide the staff, and the staff is necessary to carry out the plan which I have proposed. The present officers of the National Association are handicapped from lack of finances to accomplish the results desired.

There are other associations that have undergone very similar experiences. As I view it the National Electric Light Association, the Electrical Supply Jobbers' Association and the new Associations of Electrical Manufacturers which are only in their infancy, have in the past, and are now attempting to solve these problems in the same way that the contractors' association has attempted to solve its problems, but I hope that representatives of these various organizations will eventually be able to bring their organizations to the point where they, also, will realize their own deficiencies, broaden out, and be prepared to discuss these problems with other organizations.

#### SHOULD ENROLL ALL IN THE BUSINESS

The Electrical Supply Jobbers' Association, to my mind, while a great constructive association, is not representative in a true sense of the wholesalers of this country. The jobbers' association should open its doors and enlist, so far as possible, every concern engaged in the wholesale electrical business, without regard to its policies, practices or the particular material it may be handling.

Electrical manufacturers, to my mind, suffer from the need of proper organization. Only recently there has been formed what is known as the "Associated Manufacturers of Electrical Supplies," and that organization will undoubtedly do much to correct the many problems that the manufacturer struggles with, such as standardization, packing methods, accounting methods, research, etc. But the manufacturers, who are possessed of great resources, and greater latitude, and, in many cases, great ability, to cope with these problems, have not, for some reason or other, yet brought their own branches of the industry together.

Hence there is a great need for a National Association of Electrical Manufacturers, without respect to whether they manufacture electrical apparatus or electrical supplies, in order that the manufacturer may not, through lack of organization, retard the growth of our industry.

#### THE NEED OF DEFINITE, KNOWN SALES POLICIES

Another ill in the electrical industry is the lack of definite, known sales policies on the part of the manufac-



turer, the wholesaler, and the retailer. I challenge any man here present to get up and clearly outline the sales-policy of any five manufacturers in the United States. That condition, that lack of a definite policy on the part of the manufacturer, results in many misunderstandings, with consequent demoralization, wasted energy and troubles to both parties.

I recommend that each company summarize its own problems, define its policy and make a public an-

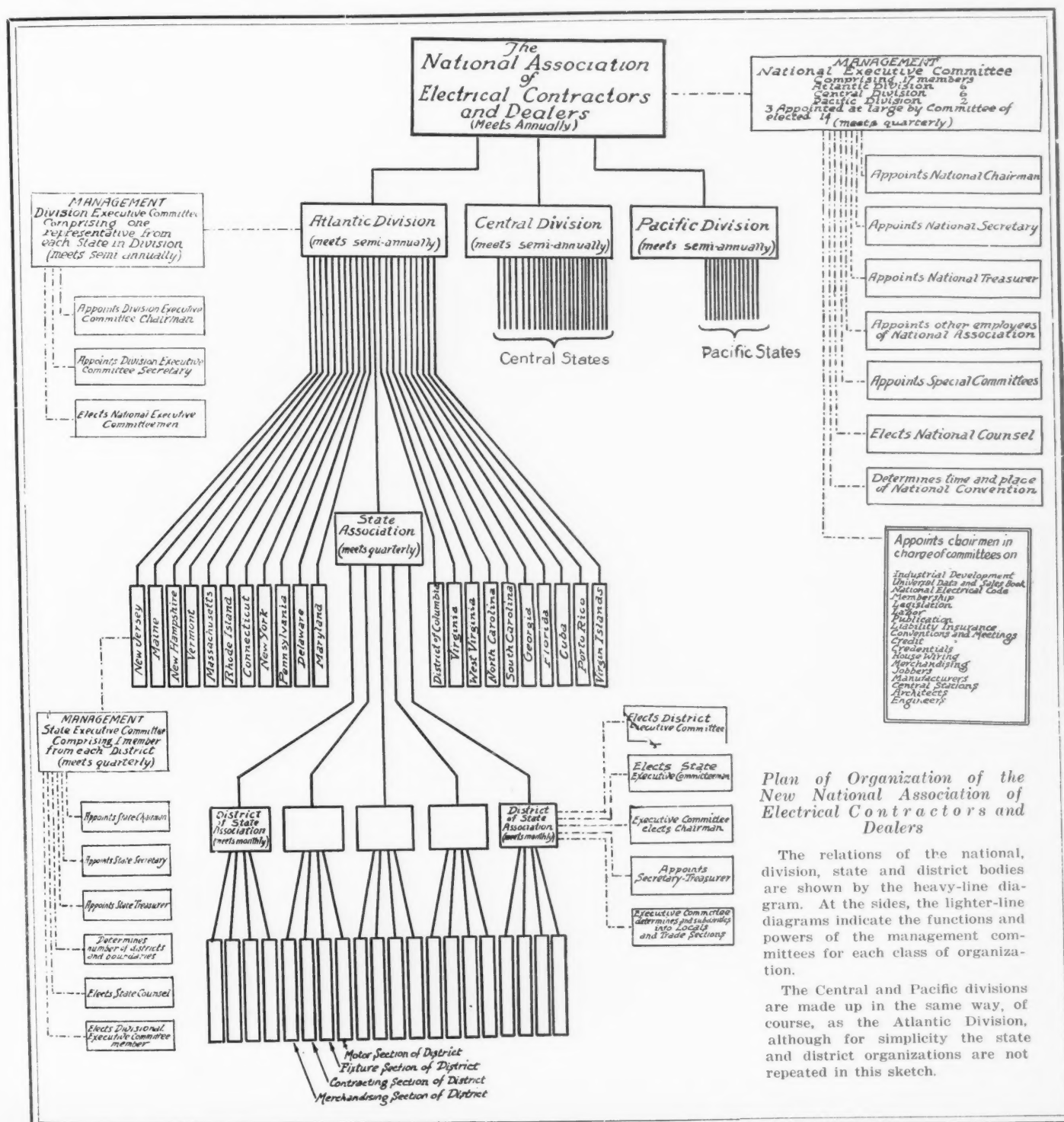
nouncement thereof, so that we will know where each and every one stands, and we will then be in a position to make an intelligent decision as to the concerns we have to deal with, and the products that we care to handle. Such well-defined policies are in common practice in almost every industry except the electrical industry.

Another great ill in our industry is the lack of proper retail distribution. The basic causes leading up to a lack of retail distribution are many. Im-

mediately they are understood and solved, retail distribution will develop at a very rapid rate.

And this one question of lack of retail distribution suggests that I point out what I claim to be a scientific method of electrical merchandising according to the Wheatstone-Bridge principle. I have struggled with this question for more than seven years. I simply mention this in passing, to impress upon you the fact that I have not jumped at conclusions, that I have

(Continued on page 179.)



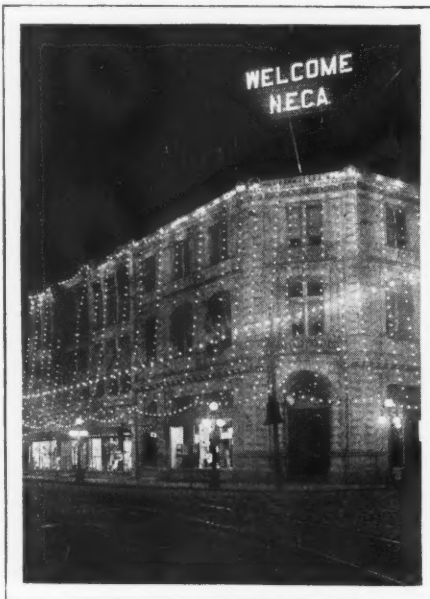
## National Electrical Contractors' Association Unanimously Adopts New Constitution and the "Goodwin Plan"

Immediately Proceeds to Promote Organization Under New Form as "Association of Contractors and Dealers," Which Will Take Effect as Soon as Fourteen States Can Complete Local Organizations. Plan Will Put Merchandising of Electrical Goods on a Sounder Basis, While Harmonizing All Branches of the Industry

**W**ITHOUT a single dissenting vote, and without changing a phrase of the new constitution and by-laws offered by its constitutional committee, the National Electrical Contractors' Association at New Orleans on Oct. 11 voted to enact the constitution and plan prepared by W. L. Goodwin, James R. Strong and Earnest McCleary. This constitution of the new "National Association of Electrical Contractors and Dealers" will go into effect as soon as fourteen States have accepted the plan and elected their representatives on the national executive committee—which formalities can be completed, it is expected, in a few months.

Action in adopting the new constitution and Goodwin plan followed swiftly after the remarkable address of Thursday by Mr. Goodwin on "The Ills in the Industry, and Their Remedy Through the Proposed National Association of Electrical Contractors and Dealers," which is reproduced substantially in full in this issue. In addition to adopting the new plan, the association, at President Robley S. Stearnes' direction, immediately began laying out an active campaign—countrywide in its extent—to facilitate the transition of the present N. E. C. A. into the new form.

Taken as a whole, the New Orleans convention, Oct. 9 to 13, proved to be one of the most important and interesting meetings ever held by the con-



A central-station welcome to the contractors' association. A number of New Orleans' streets and buildings were illuminated in honor of the convention. This picture shows the special lighting on the offices of the New Orleans Railway & Light Company

tractors' association. The opening session was addressed by a number of speakers of national importance, several of whom discussed the effect of

war conditions on the electrical industry and on the contractor in particular. The meeting of the Conference Club of the larger electrical contracting concerns doing an inter-state business, held at New Orleans just preceding the N. E. C. A. convention, added interest to the sessions of the larger association, as most of the Conference Club delegates remained throughout the week.

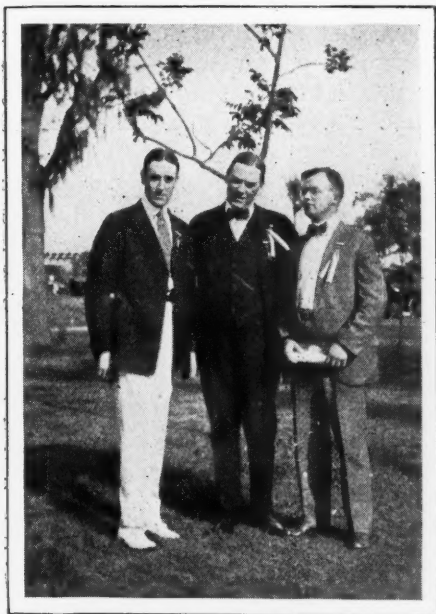
Opening the first convention session on Tuesday morning, President Robley S. Stearnes introduced Mayor Behrman of New Orleans, who welcomed the members in a gracious speech, to which W. K. Tuohy, vice-president of the association, responded eloquently.

S. E. Doane, chief engineer of the National Lamp Works, Cleveland, told of some of the economies in material and design which are being effected in European supplies and equipment as a result of war conditions. Conduit, for example, is being made lighter than ever, surplus material is being saved, all scrap is being utilized and substitutes are being developed which will long affect the industry here as well as abroad. The return of the American army at the close of the war will bring back many young electrical men with ideas embodying the economies of current European wiring prac-



Delegates to the New Orleans convention of the National Electrical Contractors Association of the United States assembled at the New Country Club was made at the end of an enjoyable sight-seeing tour of the city by automobile, cars being





The Pacific Coast contingent at the New Orleans convention. S. C. Jaggard, of Portland, Ore.; William L. Goodwin, of San Francisco and the U. S. A., and W. D. Kohlwey, of San Francisco.

tice, in turn reacting on American conditions.

William J. Clark, manager of the traction department General Electric Company, compared the phenomenal electrical development of America with that of Europe, and predicted a rapid growth in contracting and merchandising activity in this country in the years to come. Already America has more people employed in the electrical industries here than have all the countries of Europe combined, and American central stations produce more electrical energy than all the plants of Europe taken together. The speaker cited Germany's efficient standard of electrical plant construction, which has been of the greatest service to her during the war. Several small

power stations, for example, are tied together to operate a single great 100,000-kw. nitrogen-fixing plant.

#### THE CONTRACTOR AS A MERCHANT

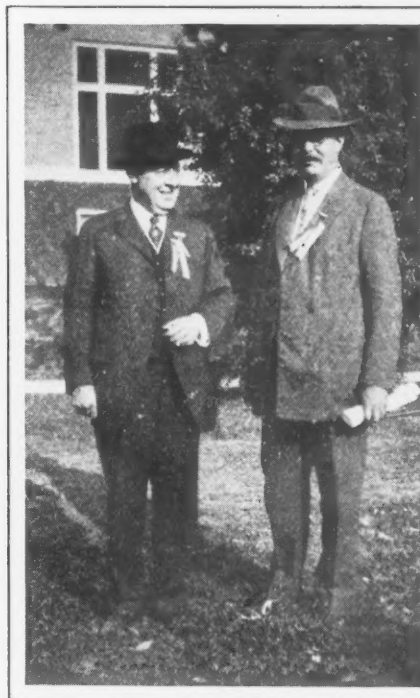
Samuel Adams Chase, of the supply department of the Westinghouse Electric & Manufacturing Company, discussed "The Electrical Dealer from the Manufacturer's Standpoint." Mr. Chase testified to the benefits to be expected from the enactment of the Goodwin Plan by the N. E. C. A., and declared that if the electrical contractor will become a real merchant there is no department of selling in which the manufacturer and jobber will not be ready and anxious to help him in every way "that all may journey together down the road of business prosperity."

"In the grand orchestra of the electrical business," observed Mr. Chase, "the smallest retailer should find a place to play his piping piccolo, and the manufacturer and jobber should co-operate."

But some electrical manufacturers to-day feel that electrical dealers have not been as active as they might have been in the sale of motor-driven household appliances.

#### HOME-LABOR-LIGHTENING APPLIANCES OVERLOOKED

Take, for instance, six of the most common electrically operated machines used in the home—the washing machine, the sewing machine, the ironer, the vacuum cleaner, the fan motor, and the polishing and grinding motor. All of these appliances have been developed to a high degree, are manufactured in very large quantities, and should be used wherever electricity is available.



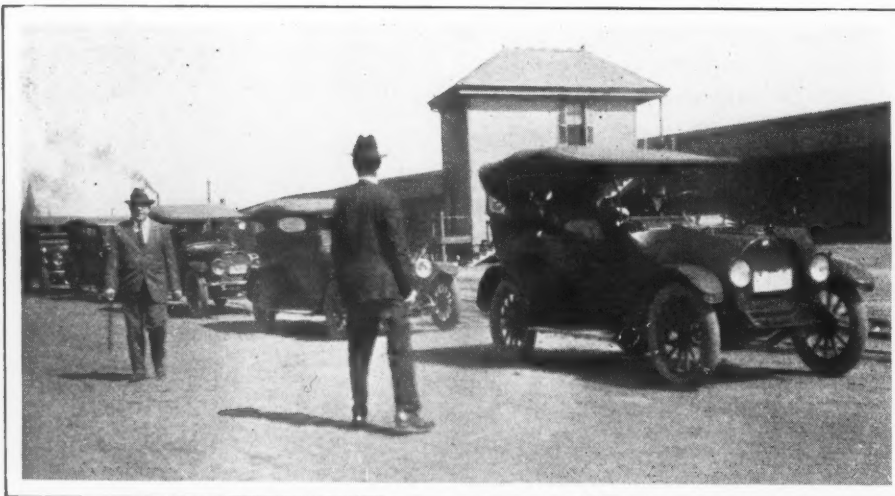
The two presidents—Colonel Robley S. Stearnes, president of the National Electrical Contractors' Association of the United States, and Louis K. Comstock, of New York, president of the Conference Club of larger electrical contractors. The club held its fall meeting in New Orleans just prior to the N. E. C. A. convention.

The fact that the electrical dealers have overlooked this possibility is noticeable, since a number of new concerns have sprung up who do nothing but handle devices of this kind, adding to their line a full line of heating apparatus. Such dealers can now be found doing a profitable business. Their stock-in-trade consists of an attractive display room in a district frequented by women shoppers.

Moreover, these firms usually do some advertising, and in some instances depend on solicitation through the residential districts.



Orleans Country Club. Friday afternoon, Oct. 12, as the guests of Colonel Robley S. Stearnes, president of the association. The visit to provided for nearly two hundred visitors through the courtesy of local New Orleans electrical men and their friends.



How Colonel Stearnes and Chairman Sam Barnes of the reception committee managed to meet all trains, attend all meetings, wave you good-by when you left one stop on the entertainment program and yet be on hand smiling to greet you when your auto arrived at the next one—making every delegate happy every minute of the time—this remarkable ubiquitousness of the New Orleans hosts was one of the marvels of the convention. The picture shows the arrival of the Conference Club members on Sunday, with Fred W. Lord's car leading the procession.

"The electrical dealer has been slow to get into this particular field," said Mr. Chase. "And I believe that in order to handle devices of this kind he must have an attractive store, he must be in a position to do extensive solicitation and considerable newspaper advertising, and to render services from time to time in connection with the devices he has already sold."

In conclusion, Mr. Chase suggested that the N. E. C. A. would find of the greatest value a trade promotion committee of four—a seasoned buyer, a mature but popular salesman, a financial man and an advertising man to advise concerning trade developments.

J. Nelson Shreve, Electric Cable Company, New York, spoke of the con-

tractor's obligation during war time. No contractor can go far by his own efforts, declared Mr. Shreve, for teamwork is needed for success in any line. The electrical contractor knows how to install equipment, but he needs to make further use of merchandising principles and to know how to sell.

The rank and file of contractors know well enough how to "pull in," "cut in," "splice" and "test," but how many know how to make money? Yet to make money is the reason we are all in business.

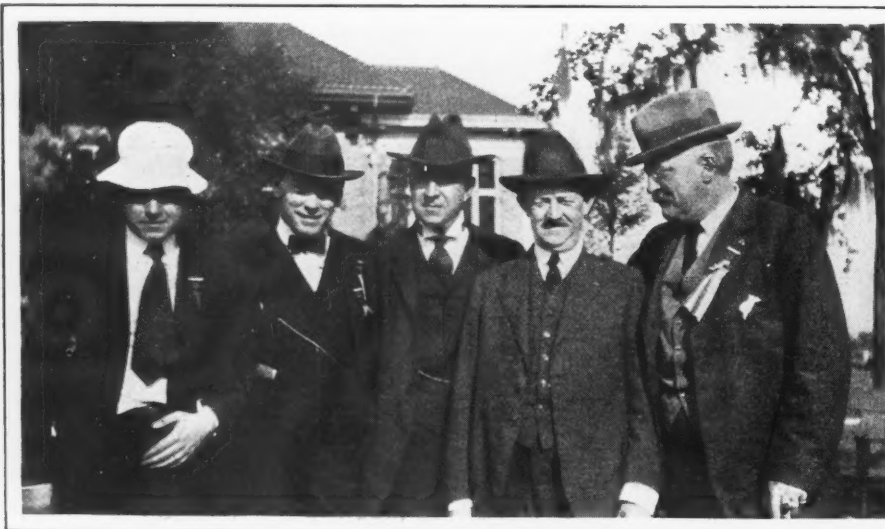
How many are ceasing to spend much time on the question of "How cheaply can I buy?" Competition among the jobbers will always assure reasonable prices to the contractor.

"If the contractor is fiddling away time and energy in shopping around trying to get an extra 2 per cent discount in his supplies, I implore him," said Mr. Shreve, "on behalf of his bank account, to forget it. Instead, let him spend this same amount of time and energy in *selling* (and not *buying*) and the net results will be more to his liking.

"Better not try to compete for wiring contracts on a price basis. Talk motor drive and better lighting to your industrial prospect; talk extra baseboard outlets to the home builder; talk quality products, dependable wire and other nationally-advertised trademarked supplies. Talk this way and you will rise above competition and get the contract at your own price. You'll



Out at the Country Club, Colonel Stearnes had just remarked on the large crowd present when Harry Kirkland arrived, emphasizing his remark. And since Harry is about the only example we have in the North of a graciousness in speech and manners that can match the Colonel's superb Southern hospitality, we gladly offer this picture of happy days in the Old South for a frontispiece in any up-to-date edition of Lord Chesterfield's letters.



Every interest and branch of the industry was represented at the New Orleans convention and all "boosted" for the Goodwin plan—contractors, jobbers, manufacturers and electrical press, alike. The co-operative line-up here shown, beginning on the right, comprises "Jim" Strong, "Al" DeVeau, W. C. Fect, "Bill" Goodwin, and a representative of ELECTRICAL MERCHANDISING.

get this profitable business not because you are a shrewd buyer, but because you are a good salesman.

"By using only the best that the market affords, you will build your business on a quality basis. This is the only foundation that will support a growing profitable business, and this is the only kind that is worth while."

#### HOW SOCIETY FOR ELECTRICAL DEVELOPMENT HELPS CONTRACTOR

J. M. Wakeman, general manager of the Society for Electrical Development, Inc., New York City, told of the work that the trained staff of the society is doing for the contractor-dealer, as well as its efforts to educate the public to "Do It Electrically." This fall the society will conduct an electrical Christmas gift campaign.





The Conference Club attended the New Orleans convention in force. F. W. Cooper and W. C. Peet, of New York City, and T. B. Hatfield, of Indianapolis, admired New Orleans' luxuriant foliage, also the site of the city's newest hotel, soon to be built. "Who will get the contract for the electrical work?" queries the business philosopher of the crowd.

with the slogan "Give Something Electrical This Christmas." In closing, Mr. Wakeman declared that if he were an electrical contractor, he would "boost the Goodwin movement."



Harry Brown, the association's popular secretary, broke the convention record for both hard work and continuous bright smiles. Harry registered delegates, kept minutes of the meetings, answered questions, explained association procedure, and took pictures for his monthly magazine, the "National Electrical Contractor"—smiling brightly all the while.

At the open session of Thursday morning James R. Strong, chairman of the constitutional revision committee, presented the new constitution and discussed briefly the advantages sought. The objects stated for the new National Association of Electrical Contractors and Dealers are considerably broadened. Association routine affairs will also be eliminated from the general meetings, which can then be devoted wholly to contractor problems. Non-electrical dealers are provided for as associate members, the aim being to interest department-store managers and others in good-merchandising principles and to discourage destructive merchandising practices. All limitations have been removed from the states concerning the number of members they may have.



The entertainment committee carried gaily one of the biggest loads of the convention. Chairman Sam Barnes left no stone unturned, and many a wink of sleep unslept, to afford every enjoyment to his 272 guests. Mrs. Barnes and Mrs. White piloted the fifty ladies through the gay round of teas, luncheons, sightseeing trips, and theatre parties arranged in their honor.

Under the new constitution, either the constitution or the by-laws may be revised by a two-thirds' vote of the members present. A clear understanding of the operation of the new organization plan can be obtained from the organization diagram reproduced herewith. From this it will be noted that all routine business of the association is handled by the executive committee, which appoints the national chairman, officers, committees, etc.

Earnest McCleary of Detroit, another member of the constitution committee, followed with a brief talk on the new constitution, pointing out that the committee was unanimous in recommending its adoption.

#### MR. GOODWIN'S ADDRESS

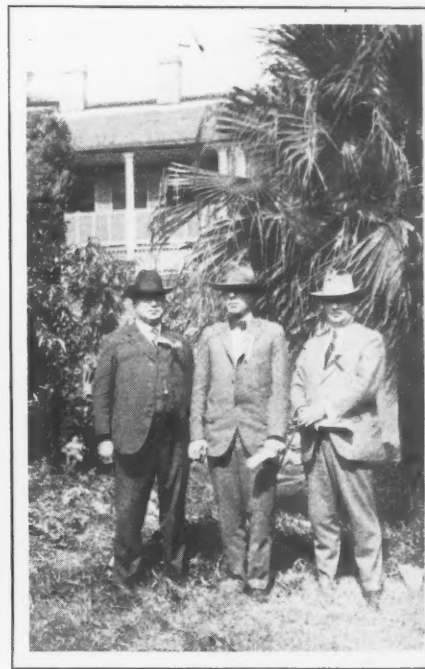
W. L. Goodwin followed with his address, "The Ills in the Industry, and



William McGuineas, of Chicago, in the shade of one of New Orleans' sheltering palms. William was looking for coconuts when we snapped this.

Their Remedies Through a National Association of Electrical Contractors and Dealers," a stenographic report of which appears beginning on page 170 of this issue.

Mr. Goodwin was followed by Henri Kirkland, vice-president American Conduit Manufacturing Company, Pittsburgh, Pa.; Samuel Adams Chase,



The Ohio cost-data committee, which staged the round-table school on Tuesday of convention week. On Chairman M. G. Buchan's right stands P. J. McNerney, of Cleveland, and on his left, A. C. Beattie, of Cincinnati. It is the committee's aim to make the cost-data school a regular feature of future national and state conventions as a means of interesting new members.



Colonel Stearnes, incomparable host and entertainer, welcoming the first of his 200 guests on their arrival at the New Orleans Country Club on Friday afternoon.

Westinghouse Electric & Manufacturing Company; J. N. Shreve, Electric Cable Company; Frank H. Gale, advertising manager General Electric Company, and others, who testified to their belief in the Goodwin co-operative plan.

At the afternoon session the constitution and plan were unanimously approved within three minutes after the meeting was opened, and the association immediately set out to lay plans for the organization of the local and state associations necessary to secure

the fulfillment of the plan for the new national association.

President R. S. Stearnes and the other officers and committees of the association will continue in office until the new executive committee is formed under the new constitution. This executive committee will then appoint its own and the national chairman and other officers for the year.

Meanwhile special state committee chairmen on permanent organization have been appointed as follows, under the three division chairmen: James R. Strong, New York, for the Atlantic Division; Earnest McCleary, Detroit, for the Central Division, and H. C. Reid, San Francisco, for the Pacific Division.

Alabama.....	J. R. Wilcox
Arkansas.....	C. G. Rush
California.....	W. D. Kohlwey
Connecticut.....	George M. Chapman
Georgia.....	T. H. McKinney
Illinois.....	J. N. Pierce
Indiana.....	A. L. Swanson
Iowa.....	J. E. Sweeney
Kansas.....	R. M. Sutton
Kentucky.....	C. C. Childers
Louisiana.....	C. Sam Barnes
Massachusetts.....	A. J. Hixon
Michigan.....	J. J. Thorne
Minnesota.....	W. I. Gray
Missouri.....	Fred. Adam
Nebraska.....	James Corr
New Jersey.....	Paul H. Jaehnig
New York.....	J. J. O'Leary
Ohio.....	F. C. Werk
Oregon.....	J. R. Tomlinson
Pennsylvania.....	Albert Gentel
Tennessee.....	J. A. Fowler
Texas.....	W. M. Clower
Virginia.....	E. G. Andrews
Wisconsin.....	George F. Rohn
Washington.....	J. NePaige

One of the features of the closed meetings of the association was the elaborate report of George Wiederman, Brooklyn, N. Y., chairman of the electrical merchandising committee. Mr. Wiederman's committee had dispatched inquiry blanks to 1700 con-



H. S. Cooper, Dallas, Tex., who represented the central stations of the Southwest at the convention to discuss the Goodwin plan. With him stands Henry Newgard, who handles some of the biggest electrical contracts in Chicago and vicinity.

tractors, dealers and central stations asking questions concerning policies of merchandising, list-price maintenance and advertising in local mediums, and reported replies from 25 per cent of those addressed.

#### ENTERTAINMENT PROGRAM

An elaborate entertainment program, arranged by President Robley S. Stearnes and C. S. Barnes, chairman of the local committee, was a feature of the New Orleans convention.

The annual reception and dance was held in the Gold Room of the Hotel Grunewald on Wednesday evening. On Thursday the local Jovians, headed by W. J. Aicklen and W. E. Clement, provided entertainment and a dinner at "Spanish Fort."

On Friday evening the annual banquet was held, with James R. Strong as toastmaster. James M. Wakeman delivered an eloquent tribute to the American flag, and afterward J. R. Wilcox of Birmingham, Ala., was presented with a silver loving cup for securing the largest number of new members during the year. During the convention sessions there were motor rides and sight-seeing trips for the ladies, ending with a theater party for all on Saturday afternoon.

As previously arranged, the next convention of the association will be held at Cleveland in July, 1918.



A convention crowd in front of the Grunewald Hotel. Lynton J. Block, N. E. C. A. insurance expert, St. Louis, is the man bidding the fond farewell at the left. In the foreground in the gray suit appears Edgar Newman, who used to be in the electrical business but now manages New Orleans' largest department store.



# Ills in the Industry—Their Remedies

*An Address Before the National Electrical Contractors' Association at Its New Orleans Convention, Oct. 11*

By WILLIAM L. GOODWIN

(Continued from page 173)

given due consideration to all of these problems, obtaining opinions from many men in the industry, discussing these questions freely, and arriving at my conclusions.

## TEACHING MERCHANDISING PRINCIPLES TO THE TECHNICAL MAN

We have in the electrical industry a condition to deal with that is probably more serious than any other single item, in that the success of our whole industry depends upon proper merchandising methods. The business of electrical merchandising, at this time, and in the past, has, however, been in the control of men trained along technical and engineering

electrical merchandising to the basic principles of the measurement of electricity then Mr. Engineer, you see, would understand that there was something to merchandising. [See diagram, page 181.]

What did we find? We found that the Wheatstone-Bridge not only supplies the fundamental diagram necessary to the development of our industry, but it supplies every fundamental necessary to the merchandising division of our business, and the organization of our business.

## KEEPING A BALANCE BETWEEN ALL ELECTRICAL INTERESTS

The whole question of merchandising, simply put, means that we must have a balance. We have to contend with manufacturer, central station, wholesaler, retailer and the consuming public, and if we cannot keep all five interests in balance then our time and energy is consumed in lost motion, due to friction and wrangling between the branches. How are we going to get a perfect balance without the Wheatstone-Bridge? And how are we going to get it with the Wheatstone-Bridge?

I think you will all agree that at the present time the galvanometer is way off balance. It is off balance because of improper policies on the part of each branch of the industry. Starting with the Public, which, again, is the basic cause of our existence, we must first consider its interests. If we do not, we are going to be hampered by improper legislation, restraints and restrictions, that will compel us to get back into balance.

## ONE CAUSE OF MUCH DESTRUCTIVE LEGISLATION

Much of our legislation affecting the electrical industry, is the result of a single branch of the industry getting out of balance with the other branches, creating friction, precipitating antagonism, and resulting in the other three

## Let Us Face Facts

We are dealing with facts and not theories. One of the fundamental ills of our industry has been the lack of inclination, or courage, on the part of leaders of our industry to go before groups of men in various trade organizations and state facts and truths.

branches influencing the public, who, in turn, have passed laws detrimental to the first branch.

I have seen evidence of that condition in many sections of the country. There should be no need for regulation of public

utilities if the public utilities will regulate their own actions.

## THE MERCHANDISING CIRCUIT

Starting with the public, the first point of contact is with the financial interests, made up from the public but a class in itself. From the public our money is concentrated in these financial centers in the form of capital, and it is from that class, either represented through banks, trust companies, or other institutions, or the public direct, that we must draw our capital to the industry. So long as the bridge is in balance and the public is satisfied and returns are justified, money will flow, and as it flows the first point of contact is with the manufacturer.

Without the manufacturer's product we would not have the industry. The manufacturer, therefore, will take off his requirements of capital for manufacturing development. The capital next passes to the central station, because without the energy the other two branches could not progress. So the central station must

## Joint Action Is Necessary

Another ill of the industry has been the attempt on the part of existing organizations to solve these many problems by treatment only within their own organizations. It is impossible, in an industry such as ours, made up of at least four commercial factors, to solve any of the more important problems, except first by discussion within each organization and conclusion as to basic facts, and then, by co-ordination, bringing the other organizations together, to discuss the problem jointly by all interested. Until that one principle is recognized the solution is not near.

next take off its share of the capital. Next comes the wholesaler and retailer, the two factors which have to do with distribution.

## EACH INTEREST HAS RIGHT TO SELL WHERE IT PLEASES

After we have provided capital, and manufacturers, central stations, wholesalers and retailers have been created, we start on our journey of merchandising. I claim that each interest involved should, rightfully, be recognized as possessing the right to sell its product to whoever it pleases, whether it be wholesaler, central station, retailer, or even to the public direct, and we should never commit any act or discuss any point that tends to prevent any interest from so doing. The moment we do we throw the bridge out of balance, because that is a fundamental privilege extended under the laws of our country, which permit any concern to conduct its business as it pleases, so long as it is by single effort, and the minute you attempt to prevent, by word of mouth, or otherwise, any manufacturer, wholesaler, central station, or anyone else, from transacting their

## The Goodwin Plan

A campaign of education conducted principally through trade papers, trade organizations and other channels, to co-ordinate the various interests in the electrical industry, and to bring them together in harmonious action so that there may be established retail distribution of electrical materials at fair prices to the consumers, and with a fair profit to all parties taking part in the transaction.

lines—a profession which we are proud to recognize. But, on the other hand, I claim that scientific electrical merchandising is just as much a profession as electrical engineering.

But to get men of an engineering trend of mind to appreciate that fact is our real difficulty, because the master mind on engineering problems believes that he possesses a master mind on merchandising problems. Existing conditions should convince anyone that this is a fundamental error. What we need in this industry to-day—and particularly in the larger companies, whether they be manufacturing, wholesaling, or central station institutions—are men trained along merchandising lines, and that all questions pertaining to merchandising shall be handled by men of that special training.

## THE WHEATSTONE-BRIDGE PRINCIPLE OF MERCHANDISING

And so I concluded that if I am going to talk to men of engineering minds, I must talk to them in language they will understand. Therefore, I worked on this principle of the Wheatstone-Bridge, believing that every engineer understands its principle, the basic principle of electrical measurement. If I could apply

business in the way that they have concluded is best for them, difficulty is encountered and the bridge goes out of balance again.

#### NOT NECESSARY FOR MERCHANDISE TO PASS THROUGH FIXED CHANNEL

But in preparing the bridge you will note that I have very carefully placed the manufacturer, the central station, the

### Stand by Your Leaders

Probably the greatest ill of our industry to-day is the lack of appreciation of the importance of selecting the right leaders, or, having selected the right leaders, it is the failure to stand behind them, no matter whether we temporarily believe those leaders are right or wrong.

wholesaler and retailer at the extreme points of the bridge, to clearly indicate that in the distribution of product from manufacturer to the ultimate consumer, it is not necessary for merchandise to pass through any fixed channel. It is not necessary for the product of the manufacturer to be sold through the wholesaler. Nor is it necessary for the manufacturer to sell generating apparatus through the central station. Nor is it necessary for either of these three branches to transact their business through the retailer.

#### ALL BRANCHES MUST RECOGNIZE INTERESTS OF OTHERS

Instead, the idea simply is this: That all branches must recognize the interests of others; that in merchandise passing from manufacturer to consumer, you must make contact with the various branches. When the manufacturer proceeds to reach the consumer he is faced with the wholesaler in the path of his progress; and he is likewise faced with the retailer in the path of his progress, and if his plan of merchandising is fundamentally correct, he has made due provision for all points of contact and no friction results.

If, for instance, you attempted to force the flow of material through these various channels, what would happen? Mr. Manufacturer, in his endeavor to reach the public, may find himself blocked by the wholesaler, who would simply decline to market his product in the way that Mr. Manufacturer demanded, and the manufacturer would have to go out of business if such a condition were possible. We can never advocate any such insane idea in electrical merchandising.

#### WHOLESALE MUST BE ECONOMIC FACTOR

But if the wholesaler is entitled to a place in the process of distribution, he will remain there so long as he is an economic factor, and so long as he is an economic factor it is desirable for the manufacturer utilizing that means of distribution, to bear in mind that he makes contact with the wholesaler, even though

he sells his product direct to the consumer. And if he bears that in mind he will provide a differential in his selling discounts, which, summed up, simply means that business will not be placed in the hands of either wholesaler or retailer, without the services that must be rendered; that Mr. Wholesaler and Mr. Retailer can earn a compensation if they render service; but if they sit idly by, in their offices, Mr. Manufacturer, or Mr. Wholesaler, will be compelled to go direct to the consumer in order to get an outlet for his product.

#### RETAILER MUST ALSO GO OUT AFTER BUSINESS

A member of this association being asked whether or not he advertised, he answered, "No, I have not spent a nickel in advertising in ten years."

Would you care to oblige Mr. Manufacturer or Mr. Wholesaler to drive his product through a retailer who has not spent a nickel in advertising in ten years? We cannot keep such institutions or such people alive in the electrical industry. They must provide their own means of livelihood. We cannot establish any false barriers in the system of distribution. Hence it resolves itself into the question of the recognition of the various factors and a provision, through differentials, for the various classes. In that way they will be attracted to the manufacturer, or to the wholesaler, and evidence a desire to participate in merchandising.

### Getting the New Capital the Trade Needs

The electrical industry is going ahead at such a rapid rate that the accumulative profits, if devoted entirely to new capital requirements, would not meet 20 per cent of our needs.

Collectively we must provide an institution, or institutions, to take care of these capital requirements. The Contractors' Association should make a careful study of the problem and should provide a budget of the requirements of the membership of the organization, and should lend its effort to supplying that capital to its membership.

Other organizations should make a similar study, and then, collectively, we should get together and, possibly, utilize the surplus of capital provided for any one branch of the industry in the others.

That, summed up, is the whole scheme of scientific merchandising. It cannot be otherwise. We must maintain the balance, and with this simple engineering principle constantly in mind all our merchandising troubles will fast disappear.

Another ill in our industry is the practice of hiring inexperienced men for merchandising work—which is one re-

sult of the youth of its institutions. If you will make a study or an investigation into any other industry, the grocery trade, the hardware trade, or the dry-goods trade, or farming industries, you

### The "Closed-Door" Policy a Mistake

Another great ill of our industry is the lack of publicity. If we are going to have publicity with the idea that the public, and particularly those of the public who are engaged in our industry, may be apprised of what is going on, then let us have published the full story of our trade meetings.

And, right along that line, another ill is the tendency to discuss these questions within the confines of the various organizations, behind closed doors. If there ever was an error in organized effort, it has been that fundamental error in almost every form of American commercial organization.

will find that the men at the head of those industries are of mature years. They have been, for many years, going through the problems that we are going through to-day.

To-day the average age of the men in our industry, I dare say, is far below thirty. As we develop another ten or fifteen years the industry will be governed by men of mature years, and these questions will have all been thought out, and these much-hoped-for remedies will then be made effective.

#### INDUSTRY IS SUFFERING FROM A LACK OF PROPER PUBLICITY

Lack of standard practices and principles produces another ill. We are suffering both from a lack of advertising policies and a lack of advertising, in both trade magazines and popular magazines. All you need do is to make a study of any existing trade magazine and you will realize that most of the advertising appearing is written by men who have been, probably, trained in accounting, bookkeeping or installation problems, but who are not men trained in advertising ways. Hundreds of thousands of dollars have been wasted in our industry by poorly prepared copy.

#### GET AN EXPERIENCED ADVERTISING MAN TO WRITE YOUR COPY

If you are going to advertise—and you should advertise in some form or another—get the counsel and advice of men who understand advertising. You are preaching the gospel that "if you want electrical work performed, go to an electrical contractor." Then be consistent—if you want advertising go to an advertising man, because the greatest danger that we face is a poorly prepared ad and an improperly stated fact.

In advertising you are dealing with the public. It is a means of passing,



just as by word of mouth, the message from one to another. If you are going to indulge in it at all, get the experience of men who understand it.

#### WE MUST GET NEW CAPITAL FOR OUR BUSINESS

Another great ill in our industry is the lack of a proper source for its capital requirements. What would any man do, here to-day, if he felt the necessity of adding additional capital to his business? We have not in this country, so far as I know, financial institutions which have made a study of this electrical industry, and are in a position to provide our capital requirements.

In many other industries development is taken care of by surplus profits. If you happened to be in the grocery business to-day, I have no doubt that you could keep abreast of the times by setting aside, from profits, reasonable reserves, and they would be sufficient to meet present and future capital requirements. But the electrical industry is going ahead at such a rapid rate that the accumulative profits, if devoted entirely to new capital requirements, would not represent more than 20 per cent of our needs.

Collectively we must provide an institution, or institutions, to take care of these capital requirements. This association should make a careful study and should provide a budget of the capital requirements of the membership of the organization, and should lend its effort to supplying that capital to its membership.

Other organizations should make a similar study, and then, collectively, we should get together and, possibly, utilize the surplus of capital provided for any one branch of the industry in the others.

#### THE IMPROPER MOLDING OF PUBLIC OPINION

Another ill of the industry has been our tendency to mold public opinion in an unfavorable way, with ultimate detriment to the industry. How many electrical contractors, electrical wholesalers and artisans in our industry have said a kindly word for the public utility company in their community?

Until a very short time ago—and possibly in some sections even at this time—the principal selling argument of the electrical contractor was to tell his trade of the miserable personnel and policy of the central station in his community.

No matter what you may think of the policy of the central station or the wholesaler in your community, you should “get together” with them and say a kind word for them.

#### THE UNWISDOM OF THE “CLOSED-DOOR” POLICY

Another great ill of our industry is the lack of publicity. If we are going to have publicity with the idea that the public, and particularly those of the public who are engaged in our industry, may be apprised of what is going on, then let us have published the full story of our trade meetings.

And, right along that line, another ill

is the tendency to discuss these questions within the confines of the various organizations, behind closed doors. If there ever was an error in organized effort, it has been that fundamental error in almost every form of American commercial organization.

If our government really wants to provide constructive legislation, then let us propose a bill that no commercial meeting shall ever be held unless it is open to the public. And by the public I mean representatives of the press, of course.

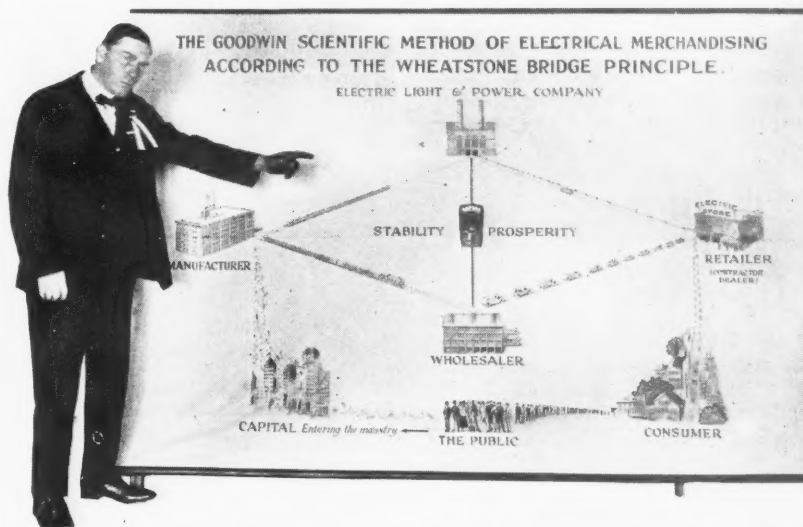
#### STATISTICS ARE NEEDED TO SHOW CONTRACTORS' IMPORTANCE

Another ill of our industry is the lack of statistics—federal, state and local. We have statistics on the central station branch of the industry and other statistics probably of equal importance, but when it comes to statistics on the problems of electrical merchandising and contracting you can “get nowhere.” We should immediately start out to gather these statistics that are so necessary. If the electrical manufacturers of this country could to-day refer to such statistics,

and there was thus presented to them the purchasing power of the electrical contractors and dealers of this country, the contractor branch would at once command their recognition. They do not realize your importance, and you have very carefully, but foolishly, neglected to tell them so. Accumulate statistics on your industry, showing your activities, and you will immediately command recognition.

Another ill of our industry is the lack of accurate listings of trade buyers. I made the statement shortly after my arrival in New York City that I believed there were more than 25,000 concerns engaged in electrical contracting and retailing, and I well remember the smile that was evident on many faces when I made that statement. But I want to tell you that I can present to you one single compilation which shows 18,638 electrical contractors and retailers, and in Cook County, Ill., this same list shows only 195, whereas the records of Cook County indicate that there are 1200 electrical contractors in that one county alone. I thought I was bold when I said

#### WILLIAM L. GOODWIN AND HIS “WHEATSTONE BRIDGE” DIAGRAM OF MERCHANDISING PRINCIPLES



Anybody who knows “Bill” Goodwin will not be surprised to learn that when the youthful William,—already the support of his mother’s family,—decided he wanted a “college education,” the fact that he was already working at his job eight hours a night, worried him not a bit. He simply signed up for the regular college classes from 9 a. m. to 5 p. m., continued working at his night job from 6 p. m. to 2 a. m., and found time for rest and recreation in the hours that were left.

And for four years Goodwin kept this grueling program going, until in due course the Van Der Naillen School of Engineering, San Francisco, awarded him a sheepskin. Then young Bill took the civil-service examination for superintendent of the San Francisco Department of Electricity, in which department he had been working at all kinds of jobs during the preceding seven years, and passed with the unequalled grade of 98 per cent.

From 1901 to 1905 Goodwin was head of the San Francisco office of the Western Electric Company, finally resigning to go into business for himself. Hardly had he gotten his new jobbing house in shape,

when the memorable fire of April 18, 1906, came along, wiping out his investment, business and books.

San Francisco rebuilt, and so did Goodwin. Consolidating his own and several other businesses in 1909, he formed the Pacific States Electric Company, with branches at Los Angeles, Oakland, Portland and Seattle. Goodwin continued as vice-president and general manager of this great jobbing house (which meanwhile became a leader in contractor-dealer co-operative movements), until, a year ago, he sold out his interests, bought a fine farm in California, and prepared to retire to the life of a country gentleman. And the affectionate good wishes of the whole Pacific Coast country went with him.

But the industry wouldn’t let Goodwin get away like that, despite his protests. By January of this year he had been prevailed upon to come East and give the electrical trade of the Atlantic States and Middle West an application of the principles he had contended for on the Pacific Coast. And so here he is among us to-day,—working, studying, and building. Goodwin is forty-one years old.

formerly 25,000. Now I am almost ready to add another 10,000 to it, but lack of statistics prevents me from making an accurate statement.

#### SALESMEN SHOULD KNOW COMPANY POLICIES

Another ill of the industry is the ignorance of the personnel of those various institutions as to just what we are try-

### Statistics Will Show Contractors' Importance

Another ill of our industry is the lack of statistics—Federal, state and local. We have statistics on the central station branch of the industry, but when it comes to statistics on the problems of electrical merchandising and contracting, you can "get nowhere." If the electrical manufacturers of this country could, to-day, refer to such statistics, and there were thus presented to them the purchasing power of the electrical contractors and dealers of this country, the contractor branch would at once command their recognition.

ing to accomplish. All you need to do to confirm that fact is to discuss with a representative of any of the larger companies, or any of the smaller companies, this proposition, and just ask him five or six or seven fundamental questions about his problem. What is he trying to accomplish?

The people who have really spread information in our electrical industry are the so-called salesmen. I say "so-called" because I am not yet convinced that the greater number of people claiming that honor and title have proved their case.

I believe that we should answer the selling arguments of salesmen by the counter questions: "I want to know, first, your selling policy; second, the quality of your product; third, the selling terms; and last, and of least importance, the price." When that argument is put up to the average salesman you will find that he hasn't anything to sell.

#### "THE INSANE DESIRE TO PURCHASE ON PRICE"

One of the fundamental errors made by electrical contractors—and I know many of them, and many of them are my personal friends—is their almost insane desire to purchase on price. Did any one ever hear of an electrical contractor purchasing anything without first qualifying "What is your price?" That is the business of buying. Fundamentally it is wrong.

When you buy, you buy with an object in mind, and that object is to *sell*; and the object in selling is to produce a profit, and that is what you are interested in. It is often said that "a good buy is a good sell." Let us reverse it—"a good sale is a good buy."

Profit never results until the sale is

completed. Be more considerate, when you purchase, of the possibility of selling at a profit, and be less concerned with the price at which you buy. When Mr. Salesman, so-called, waits upon you and offers to sell you a product, give him this question, and see whether he is going to sell or not:

"How am I going to sell your commodity, and what profit am I assured—reasonably assured—when I sell it?"

A man or a concern who sells you merely on price, and price only, has no consideration for your interests. What we want in the electrical industry is constructive selling, with the fundamental idea that the transaction, from manufacturer or wholesaler to contractor, does not complete the sale. The sale is not completed until the product is in the hands of the public, you have received your money, taken care of your overhead, and have something left for a profit. (Applause.)

#### WHOLESALE ON A RETAIL BASIS AND VICE VERSA

Another fundamental error is the tendency of manufacturers and wholesalers and others to indulge in functions that could more economically be taken care of by others. I believe that if a careful study were made, there are very few wholesalers in the country to-day who are conducting a retail department at a profit. They apply the principles of wholesaling to the business of retailing. The expenses of retailing are charged to wholesaling, and vice versa.

As a result of that condition wholesalers are to-day demanding from manufacturers margins far in excess of those they require to economically distribute the product of the manufacturer. I mean by that that it is unfair to present to a manufacturer figures which show that your overhead is 17 per cent, and that you must have a compensation above that figure before you will be in-

### Wholesaling vs. Retailing

Another fundamental error is the tendency of manufacturers and wholesalers, and others, to indulge in functions that could more economically be taken care of by others. I believe that if a careful study were made, there are very few wholesalers in the country to-day who are conducting a retail department at a profit, because they are applying the principles of wholesaling to the business of retailing.

interested in marketing his product; when, as a matter of fact, your proper overhead rate should be 12 per cent, but it has been elevated to 17 per cent because you have a retail department.

If a wholesaler is going to retail, then let him segregate his business, just as he would segregate wholesaling and contracting, charging to retailing the proper

items; and I want to tell you that no wholesaler in these United States to-day can indulge in retail electrical merchandising at any 17 per cent overhead.

But because he has consolidated wholesaling and retailing he only obliges the manufacturer to concede him a discount equivalent to his overhead for wholesaling, plus a fair rate of profit, and, in reality, he retards the retailer who has

### "A Good Sale Is a Good Buy"

When you buy, you buy with an object in mind, and that object is to sell; and the object in selling is to produce a profit, and that is what you are interested in. It is often said that "a good buy is a good sell." Let us reverse this and read it—"a good sale is a good buy."

Profit never results until the sale is completed. Be more considerate, then, when you purchase, of the possibility of selling at a profit, and be less concerned with the price at which you buy.

an overhead of probably more than 25 per cent. And so Mr. Wholesaler and Mr. Manufacturer, without realizing what they have been doing, have been obliging the retailers of this country to conduct a retail business on a wholesale margin. (Applause.)

#### THE NEED OF UNIFORM CATALOG NUMBERS, PACKAGES, ETC.

Another ill of the industry is the lack of uniform catalog numbers, standard packages and packing methods. It is a great joy for a manufacturer to put out a standard line of goods, and attach his own private catalog number. And so we have in the electrical industry to-day, probably ten articles that could not be told apart by experts, and they have ten catalog numbers! Why? Nobody seems to know! We have the same article put out by different manufacturers with varying standard-package quantities, and so you must be an expert on catalog numbers and catalog quantities in order to buy the way you want to buy. To-day you order a hundred of a certain article and you get the standard package, and you go back and order a hundred of the same article from some other manufacturer and you find that his standard package is 250.

Investigate any industry, if you will, and compare the packing methods employed by other manufacturers, with those used by electrical manufacturers. The electrical manufacturers' idea seems to be to get his product to the consumer in what I call "nature's form." He is careful that he might conceal the commodity and thereby lose the advertising effect.

We want the product packed in such a way that it will pass from manufacturer through the various branches, to the retailer, and that the dealer will be enabled to place it upon his shelf, prop-



erly displayed, and not be obliged to re-wrap it when it is to be sent on to the consumer.

Another ill of our industry, and probably one of the most important of all, is the tendency of certain branches of our industry to engage in certain operations without profit. To be more specific, I mean that they engage in merchandising at less than the purchasing cost without regard to their overhead or profit—and then tack the loss onto another unknown, unvalued commodity—resulting in misunderstandings, friction and trouble, and eventually destructive regulation and legislation, for the individuals participating in such practices.

#### ELECTRICAL PEOPLE SHOULD MEET OCCASIONALLY

Another ill has been the lack of contact of the people of the electrical industry in the same community. I understand that it takes about a six-mule team to get electrical jobbers, contractors, manufacturers and central stations in the same community to one meeting place. You might get them together on the telephone and announce the meeting, but it takes a six-mule team to bring them to the meeting room. Why this everlasting objection to meeting with your competitors is beyond my comprehension!

#### CONTRACTORS MUST GO AFTER BUSINESS

Another ill of the industry is the tendency on the part of contractors and retailers to complain that business doesn't come to them. Many contractors and dealers in the electrical industry seem to believe that they occupy a position in the industry by necessity, and that all they need do is to sit in their offices and wait for the plans and specifications to arrive, figure them up with the cheapest

the scrap heap. He must render a service; he must create something; he must aggressively go after business, or his permanency is not assured.

Another ill of the industry, and one that is not appreciated by electrical people, is that there exists a belief on the part of the contractor, wholesaler, manufacturer and central station interests, that it is impossible to sell our commodi-

### Contractors Must "Go After Business"

Another ill of the industry is the tendency on the part of contractors and retailers to complain that business doesn't come to them.

The electrical contractor must justify his position in the electrical industry, or he will soon find himself relegated to the scrap heap. He must render a service; he must create something; he must aggressively go after business, or his permanency is not assured.

ties unless we offer them at a cheap price. And so the price of electrical commodities has been lowered to such an extent that we haven't even left provision for actual overhead expense, and the various interests participating are unable to maintain their own business establishments. I mean that it has been the belief (as still obtains in many directions) that we would never interest the electrical public in household devices unless we could get the price of an electrical flat iron down to about \$1.50.

After several hundred years of merchandising the manufacturers of the ordinary cast-iron flat iron with a detachable handle are able to sell their product at about a dollar and a half, and we attempted to compete with that particular article. The result was no profit for wholesalers or retailers; a lack of desire on the part of the wholesaler or retailer to put any sales effort behind the commodity, resulting in the necessity of the central station branch of the industry marketing this product, because of the desire to add load to their lines.

#### PRICE MUST NEVER GET SO LOW AS TO ELIMINATE MARGINS OF ALL WHO SERVE

Only recently we have found that owing to increases in the cost of raw material, labor and other causes, it has been necessary to increase the prices of all commodities. Yet this has not retarded the sale of anything. We must never get the price so low that we will be obliged to reduce or remove the margins to those participating in the sale. The public will purchase our commodity when it is properly presented to them, and the question of price, whether it be \$3.50 or \$3.60 for an electrical flatiron is, after all, immaterial.

We must appreciate the fundamental principle of selling and let the question of price take care of itself.

#### A LESSON FROM THE HABERDASHER

In order to bring out my point I just want to recall to you what happens when you drop into the average haberdasher.

You go in and say to the clerk, "I would like to buy a \$1 shirt," and out comes the \$1 shirt. But immediately a \$2, a \$3 and a \$5 shirt are also laid out. The poor little \$1 shirt is lost in the pile, and your eye immediately turns to the \$5 shirt. And how often do you buy the \$1 shirt?

The true merchant never attempts to put any effort behind his low-priced commodity. His effort is always to cause you to buy something better than you intended to buy, and having convinced you and completed the sale of what you went in to purchase, does he stop then?

"May I show you some socks, underwear, collars or ties?" he asks. And before you have a chance to say no the counter is littered with apparel, and you buy a tie and a pair of socks and a few other articles that you didn't really want at all. That is salesmanship and merchandising.

#### THE CONTRACTOR WHO SEES HOW MUCH HE CAN CUT

But what does the electrical contractor do? I will tell you what he does: He gets the plans and specifications from the architect, and not in one case out of a thousand does he ever suggest an addition. But he immediately points out to Mr. Architect how much he can cut out of the job and save money. The contractor's idea of merchandising seems to be to give a man less than he actually wants and needs, and so our country is just littered with buildings of all kinds

### The Curse of the "Cheap Price" Idea

Another ill of the industry, and one that is not appreciated by electrical people, is that there exists a belief on the part of the contractor, wholesaler, manufacturer and central station interests, that it is impossible to sell our commodities unless we offer them at a low price. And so the prices of electrical commodities have been lowered to such an extent that we haven't even left provision for actual overhead expense, and the various interests participating are sometimes unable to maintain their own business establishments.

### Need of Uniform Catalog Numbers, Packages, Etc.

Another ill of the industry is the lack of uniform catalog numbers, standard packages, and packing methods. It seems to be a great joy for the manufacturer to put out a standard line of goods and attach his own private catalog number. And so we have in the electrical industry to-day probably ten articles that could not be told apart by experts, and yet they have ten catalog numbers! Why? Nobody seems to know!

materials that can be obtained, without regard to overhead, and, many times, profit, place a bid, and then after losing the job grumble and tell their competitors about the curses of electrical contracting!

The electrical contractor must justify his position in the electrical industry, or he will soon find himself relegated to

and character, in which it is almost impossible to connect an incandescent lamp, let alone a portable, or an accessory of any kind. And in almost every case their elimination has been through the suggestion of the electrical contractor. The contractor should never bid on a job of any kind, without offering some

kind of a suggestion that it ought to be a little better, or that something ought to be added. That is merchandising.

#### MUST DEVELOP MAINTENANCE END OF CONTRACTING BUSINESS

Another ill of the industry is the high percentage of labor cost in contracting work, and also the highly competitive nature of the business. Until you, as electrical contractors, solve that problem you never will progress.

You must develop your business so that at least 75 per cent of it will be non-competitive, and if you are strictly an electrical contractor, depending upon building operations, you never can get into that class.

You should attach to your contracts some sort of a maintenance clause, so that once an installation is performed the customer will be a client of yours forever. When you make installations—in industrial plants and otherwise—you should provide maintenance contracts, so that in the future the electrician of the industrial plant will be an employee of the electrical contractor.

#### A CODE OF BUSINESS ETHICS FOR THE CONTRACTOR

We are blest in our industry with what we call the National Electrical Code, and there is no one here will deny that it has elevated the standard of the electrical business. What would happen if that Code were removed, no one dare predict. But we lack something even more important than the National Electrical Code. If you can appreciate, and you do appreciate, the importance of the Code, governing the installation of electrical wires in buildings and other

#### Price Must Never Get So Low as to Eliminate Margins of All Who Serve

Only recently we have found that owing to increases in the cost of raw material, labor and other causes, it has been necessary to increase the prices of all commodities. Yet this has not retarded the sale of anything.

We must never get the price so low that we will be obliged to reduce, or remove the margins to those participating in the sale.

We must appreciate the fundamental principle of selling, and let the question of price take care of itself.

places, can you appreciate what it would mean to you to have a code of ethics, or a code of principles, that would be just as clearly understood by all as is the National Electrical Code, and that there would be the same desire on the part of all to follow that code of ethics? We haven't any code of ethics or principles, in the electrical industry, and I think

we should at once proceed to prepare one.

Lack of knowledge of costs has been talked of so often and has been written of in the papers so much, but even so, as important as it is, it is not understood. I suggested to some electrical contractors in New York City, at one

#### Develop Non-Competitive and Maintenance Business

You must develop your business so that at least 75 per cent of it will be non-competitive.

But if you are strictly an electrical contractor, depending upon building operations, you never can get into that class.

You can, however, attach to your contracts some sort of a maintenance clause, so that once an installation is made the customer will be a client of yours forever. When you make installations—in industrial plants and otherwise—you should provide maintenance contracts, so that the electrician of the industrial plant will, in the future, be an employee of the electrical contractor.

of their meetings, that it was very important that they should gather information from their members as to their cost of overhead. I was answered by a gentleman present, who said that he believed that that was "incidental to their problem," that "it wasn't quite necessary." I know that a great many of the men present in that meeting believed that they had an overhead of about 10 per cent, and when the figures came in, if my memory serves me correctly, the overhead cost for the lowest man was about 15 per cent, and for the highest man it was about 24 per cent.

Do not guess at your overhead. If you don't know, go out and hire an expert accountant to come in and tell you, and if you cannot afford the services of an expert accountant, go to any jobber in the community and ask for the services of his head bookkeeper or credit man. Let the credit man come into your office and take off a statement and tell you what your overhead is. And then, after you know, remember that every operation must provide for the cost of material, labor, overhead and an adequate profit.

#### UNIFORM ACCOUNTING NEEDED

Another great ill in our industry is the lack of standard accounting practice. The electrical manufacturers, the electrical wholesalers and the electrical retailers as groups, should operate under uniform accounting methods, because it is impossible to determine defects and losses except by comparison, and it is impossible to make comparisons, to-day, because each and every individual and concern has devised his or its own accounting method.

We should have forms of accounting

for electrical contractors, based on the volume of their respective businesses, but whether the business be one of \$1,000,000 a year or one of only \$10,000 a year the accounting systems should be so standardized that comparisons could readily be made.

With that idea in mind I just want to impress upon you statements that have been made by a man whom you all know and love, and in whom you all believe and respect—that is none other than Edwin N. Hurley, former chairman of the Federal Trade Commission, and now chairman of our United States Shipping Board.

#### HOW THE AVERAGE BUSINESS MAN GUESSES AT COSTS

Mr. Hurley gathered, for the first time, during his incumbency as a member of the Federal Trade Commission, certain statistics governing American business. And what were the facts developed as the result of that investigation?

He found that there are more than 60,000 successful firms in the United States, and that only 30,000, or half of them, charged off anything for depreciation; that of 260,000 firms in business in the United States, only 10 per cent, or 26,000, know the cost of handling and selling their products; 40 per cent estimate their costs, and 50 per cent guess; the balance base their figures on those of their competitors.

All you have to do to prove the last is to take a given commodity with a known cost, and cut your price in two, and offer it for sale, and see how quickly some of your competitors will follow you. They have such confidence in the costs determined by some that they follow the lead, regardless of what that lead may be.

#### Let Your Jobber Help You Find Your "Overhead"

Do not guess at your overhead.

If you don't know, go out and hire an expert accountant to come in and tell you, and if you cannot afford the services of an expert accountant, go to any jobber in the community and ask for the services of his head bookkeeper or credit man. Let the credit man come into your office and take off a statement and tell you what your overhead is.

And then, after you know, remember that every operation must provide for the cost of material, labor, overhead and profit.

Those were about the conclusions of Mr. Hurley's study, made during the period that he was associated with the Federal Trade Commission. Since that time Mr. Hurley has written a book entitled "The Awakening of Business," and if you want to get some of the facts with reference to conditions in our American industries you should read that wonder-



ful book, and prepare your vision for what is to come.

#### SPECIFICATIONS SHOULD BE PREPARED BY THE CONSULTING ENGINEER

Preparation of specifications on the part of electrical contractors is another ill in the industry that, evidently, must

### Specifications Should Be Work of Consulting Engineer

Preparation of specifications on the part of electrical contractors is another ill in the industry that, evidently, must be remedied. That is a function that properly belongs to the consulting electrical engineer; and so long as you perform the function of another you may expect retaliation, and you are certainly meeting with it in many directions to-day. You inaugurated the practice and others have followed it. You should inaugurate a new practice by discontinuing the preparation of specifications—which is not your function—and you will find other branches of the industry quickly following.

be remedied. That is a function that properly belongs to the consulting electrical engineer; and so long as you perform the function of another you may expect retaliation, and you are certainly meeting with it from many directions to-day. You inaugurated the practice and others have followed it. You should inaugurate a new practice by discontinuing the preparation of specifications, which is not your function—and you will find other branches of the industry quickly following.

#### OVERTIME LABOR CHARGES

The question of compensation for labor charges in overtime work results in many disputes between the owner and the contractor. Such compensation should be clearly defined and provided for in your initial contract, so that overtime and extra work will not be a question of bargaining when the day of settlement arrives.

Lack of uniform inspection rules is another evil that is rapidly creeping into our industry. Notwithstanding our wonderful National Electrical Code, we find all over this country communities employing city electricians who create their own rules for local use. This presents serious problems to the companies in these various localities, and they are unable to cope with it. They need national aid in struggling with that one evil, that will grow if we do not treat with it in time.

#### PROPER LICENSE LAWS FOR THE ELECTRICAL CONTRACTOR

Another ill is the lack of proper legislation. If there is any industry in this country that should be regulated by state

license it is that of the electrical contractor. We are suffering from lack of legislation and licensing because in the past the contractors have attempted to have inaugurated various rules, or have adopted various laws for the purpose of fencing in the industry, as it were—advocating high licenses and other means of restraint. What we want in this country, and in every state in this country, is a license law that provides for an examination by a competent body, even though the license fee may be as low as \$1.

We should proceed immediately along an educational propaganda, with that idea in mind. Let us encourage legislation to that extent, but make the fee nominal. I think in that respect the Massachusetts law offers the basis for other laws.

#### LACK OF STANDARD CONTRACT FORMS

Lack of standard contract forms is, indeed, an evil that too often comes home to the electrical contractor. I know of cases where electrical contractors have submitted bids on specifications when they were not permitted to retain the specifications or the plans until the bids were opened, at which time it was found that other pages and other clauses had been injected into the plans and specifications, and the contractors signed their contracts without checking back and so have been obliged to perform work that was never figured in the initial contract.

There is too great a tendency on the part of contractors to give bids over the

telephone, on a five or ten-story building, by estimating on the basis of cubic contents.

We need standard forms of contracts that will protect the electrical contractor as well as the owner. Read any of the existing forms in current use, and you will see that they are all designed

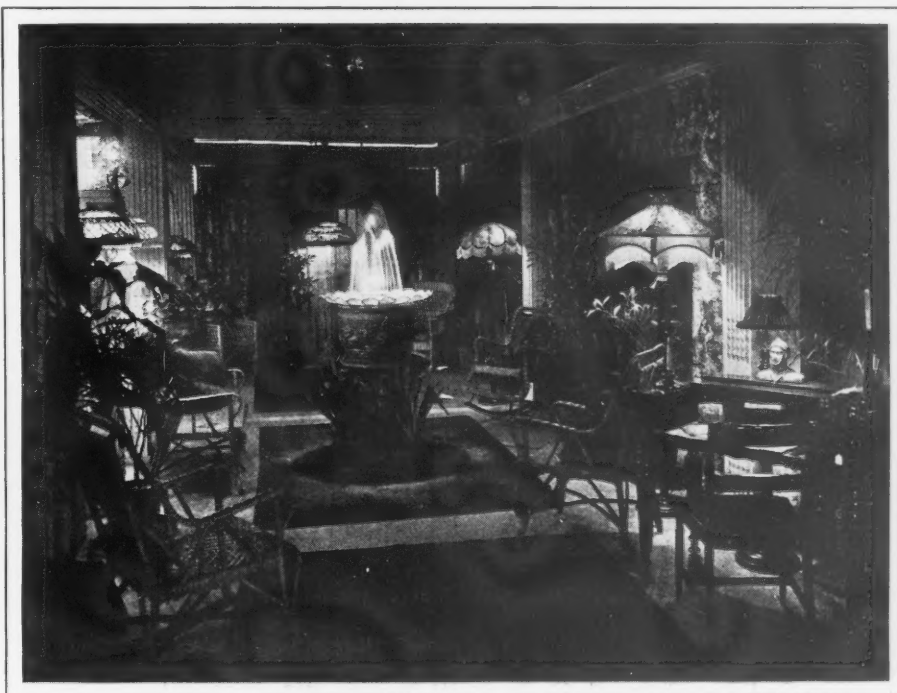
### Standard Forms of Contracts

We need standard forms of contracts that will protect the electrical contractor as well as the owner. Read any of the existing forms in current use, and you will see that they are all designed to protect the owner without regard to the interest of the contractor. Prepare your stipulations, and when you sign the contract make them a part of the contract.

to protect the owner without regard to the interest of the contractor. Prepare your stipulations, and when you sign the contract make them a part of the contract.

Now, Mr. Chairman, I have not attempted to enumerate all the ills of our industry, but I think I have mentioned a sufficient number to produce the desired effect—that of causing you to return to your homes and give this serious question the thought and study that it deserves.

### One of New Orleans' Attractive Electric-Appliance Shops



During the National Electrical Contractors' Association convention, William E. Clement, commercial manager of the New Orleans lighting company, placed his company's reception room and appliance-display quarters at the disposal of the convention guests. The picture shows the attractive arrangement of the display, including the electric fountain, which was a feature of the exhibit.

## New Orleans Meeting of Conference Club

**This Meeting Preceded N. E. C. A. Convention — Publicity for Electrical Contractors, Code of Practice, and Bare Grounded Return Wiring Were the Subjects Discussed**

**T**HE Conference Club of the larger electrical contractors doing an interstate business held its fall meeting at New Orleans on Oct. 7, 8 and 9 just preceding the National Electrical Contractors' Association convention. This place and date were selected in order to express the Conference Club's interest in co-operating with the national body. The meeting of the club was marked by a full attendance of its membership from New York to California.

Among the reports presented was that of progress by the club's Washington committee on cantonment construction. This committee was continued with full powers.

W. L. Goodwin reported on the progress of the co-operative move-

ment among the contractors of New Jersey, Massachusetts, Michigan and other states.

G. E. Stewart of L. K. Comstock & Company, New York, presented the report of the committee on publicity, outlining a general plan for promoting the relations of the contractor within the electrical industry as well as with the public he seeks to serve based upon research work and accurate knowledge of conditions.

### CODE OF PRACTICE FOR ELECTRICAL CONTRACTORS

A code of practice for electrical contractors was also read and discussed by the Conference Club. This code provided that bids be submitted on condition that a full set of plans and specifications be furnished with-

out charge, the standard form of contract of the American Institute of Architects be used, the contractor be paid monthly at least 85 per cent of the value of materials and labor, the contracts be paid in full within thirty days of completion of the work and that differences between contractor and buyer shall be settled by arbitration. The contractor shall not be responsible for delays for which he is in no way at fault. Any miscellaneous items of cost are not assumed to be included in an estimate unless agreed upon in advance. The contractor shall not be required to cut or alter any work except his own. Unless specifically provided an extra charge will be made for variations from standard materials. Changes in or additions to contract plans shall be made the subject of a special estimate. An interference or interruption charge shall be made by the contractor if his work is held up by causes over which he has no control. Drafting or engineering services shall be charged for at a fair price. Contractors shall not include temporary work in estimates unless quantities are distinctly stated. Costs shall be understood to mean cost of material and labor and the administrative or overhead expense.

In discussing this code F. W. Lord, New York City, suggested that if adopted a reference to such a code be placed on the letterheads of all contractors using it.

### BARE GROUNDED RETURN SYSTEMS

C. E. Corrigan, of Pittsburgh, chairman of a sub-committee on bare grounded return wiring systems read the report of his committee recounting experiences with such systems. The committee concluded that the chance of securing by the use of bare grounded return conductors a satisfactory system of wiring which can be installed at sufficiently less cost than the present standard systems to make it attractive is very remote. Regard for life and property was also cited as among the serious drawbacks to the use of such systems of wiring.



## How the Customer Can Help the Merchant Cut His Costs

*The United States Commercial Economy Board's War-time Advice to Retail Purchasers*

1. When shopping, do not leave the store empty-handed. Carry parcels with you to the extent of your ability. Help to make this "the fashion."
2. When you have goods to be returned, do not leave home empty-handed. If all customers would carry small parcels for exchange, the saving of time delivery departments would amount to thousands of hours annually.
3. Do not buy merchandise until you are sure you are going to keep it. Make careful selection a habit.
4. Avoid C. O. D. purchases whenever possible.
5. Shop early in the day, if possible. Stores must have a sufficient number of salespeople all day long to handle the trade at the very busiest hour, which, due to the habits of customers, is near the middle of the day. To help up distribute the business more evenly would result in great economy to us and eventually to you.



“Lighten the Labor of the Home”

# How One Man Worked Out His Campaign

By EARL E. WHITEHORNE

*THIS STORY really should be dated January, 1918, because it is a story of the “Lighten the Labor of the Home” campaign that is just getting under way in towns and cities all over the country. It is a chronicle of the experiences of one “Wesley Smith,” a contractor-dealer, doing business out in “Busyville, Ohio.” It might have happened, all of it just as it says, because these things have all been actually done by electrical men in towns like yours. It is worth reading, therefore, and considering, for such a campaign now and through the next two months is bound to bring results for you just as it did for Wesley Smith.*

*This article serves to put the plan into simple sequence such as one must follow out in a selling effort like the present campaign. It provides a practical program that you can readily adapt to the conditions in your own community with good assurance that your “Lighten the Labor of the Home” campaign will pay you well.—EDITOR.*

**W**ESLEY SMITH, who is a contractor in Busyville, Ohio, has just had a new sign painted and put up above his shop on Market Street. The sign reads as follows:

**WESLEY SMITH**  
*Electrical Merchant—Contractor*

And on the glass of both show windows he has had lettered in gold leaf, “ELECTRIC SHOP.” All of this has come about because he had the nerve and the enthusiasm to try out the idea of a selling campaign directed at the households of his town, under the slogan—“Lighten Labor in Your Home.”

“I was just an ordinary contractor,” Smith said to me when I talked to him recently. “I have been working for myself here in Busyville about six years, after a few years’ experience as wireman for Jim Clark here. I started in with one helper and a little shop over on Forest Street and got along first rate. I kept in touch with the electric light company and that brought lots of inquiries that kept things moving and put a little money in the bank, and pretty soon I came up here on Market Street.

“But I didn’t make a store of it—not then,” said Smith. “It hadn’t gotten to me yet. I didn’t see the chance there was to tie a retail business right in with contracting. So I came up here primarily to be convenient to the lighting company’s office and more handy for my customers. I thought that it would pay to carry some appliances and lamps and flashlights just to sell to people who came in, but I didn’t push them any and I didn’t pay much attention to

that part of it. I wish I had. I would have made a lot of money through those years.”

## THE NEED FOR “REGULAR CUSTOMERS”

And so it went, Smith said. And he was pretty well established in the wiring business, but one thing kept bothering him. Smith, it seems, is something of a thinker and had watched the doings of the merchants round about and talked to them. And he had come to realize that his business lacked one quality that the others seemed to profit most by.

They tried to keep in touch with customers and sell them year in and year out. But he wired a house and never saw the customer again except by chance. He was doing business with new people all the time. He hadn’t any of those “regular customers” that the merchant talks about as his chief asset. His was a never-ending missionary game, apparently an unavoidable feature of the contracting business. It was a weakness and he tried to figure out some way to keep a hold on his accounts. Then something happened and he got the idea.

He had subscribed to the electrical magazines and read them more or less. He believed that the electric shop would be a big thing some day. And when in September the scheme of a campaign to “Lighten Labor in the Home” was sprung in ELECTRICAL MERCHANDISING it sounded good to him. He got to figuring out one evening how many homes he had wired in Busyville; how many households were represented by the accounts in his file of old ledger sheets. He calculated what appliances those households ought to buy and use. It struck him

that he ought to be the one to sell them, that he always ought to sell them, every time he wired up a house; that if he didn’t he had not equipped that house completely. He realized also that if he could just find a way to sell appliances to those homes he wired—one at a time, year after year—until they were provided with a full outfit of electric labor-saving devices, here was his steady retail business already established. Here were his customers turned into regular accounts.

## WHAT THE BANKER SAID

Of course, this was no brand new thought. He had often meant to try to do it before, as every other contractor does once in so often. But the plan of this proposed campaign seemed to give the opportunity to put it over, to get it started, to really get things moving on a scale worth while. The more he thought of it the more he felt it could be done, and pretty soon he had decided to take hold and try it out. How he set out to organize his first appliance campaign Smith described to me in detail.

“When I made up my mind,” he said, “to go in for it, I looked over my stock of appliances. I hadn’t many. I figured out my bank account and what I owed and what collections I could reasonably expect. I had about \$600 in the bank, and that meant that I couldn’t buy a lot of store stock without getting myself all tied up financially. So I went right to my bank and went into the corner with the cashier and told him what I wanted to do. I told him just the situation and the opportunity.

“‘What do you think I ought to do?’ I asked him. ‘Shall I borrow \$1,000

from you and go to it, or shall I pass it up?" We talked it over and the cashier said that it looked like a good business proposition and that he would be glad to lend me what I needed, on my note. That solved the first problem and convinced me that I could get away with it, for I was sure that I could turn my money over in six months at least, and all that it would cost in interest for that time would be \$30 from my profit.

#### SELLING HIS OWN MEN FIRST

"So I went back to my office and got busy. First, I listed down the stock I thought I'd need. It ran into more than \$1,000, but I was willing to take some chances. I wrote to the several manufacturers and told them what I planned to do, and asked to have someone come out to give me some advice, both as to stock and selling. Then I took two of my men and went to work and moved partitions to enlarge the store, and had some more shelves built and got things ready. I didn't get in deep. I wanted to start easy, but I

wanted to be ready for such trade as came my way.

"Then I took the second step. I invited every employee to eat dinner with me one night down at Louie's place, where it's informal and we'd all feel right at home. We had a good feed in the small room all by ourselves—the bookkeeper, the stock clerk, all the wiremen and helpers—and I put it up to them just as the magazine had put it up to me. I showed 'em where it was an opportunity to put across a big idea and help the government teach the people to save and help win the war. I showed 'em why it needed to be a real campaign—not just a sale—a real campaign with everybody helping, and to make that part sink in I offered a specified commission on all appliances sold by any employee. Well, we talked it all over and I got 'em worked up to it in good shape, so that each man was figuring how many friends of his ought to be using an electric cleaner or an iron. We planned to spring the idea just as soon as some of the needed stock arrived.

That was the start. The following week all hands took hold one evening and trimmed up the store and got the goods displayed inside and in the window. Smith paid \$5 to the window trimmer of the best department store to come in for the evening and show them how and why. The trimmer worked with them from 6 o'clock until midnight. The next morning the building front was decorated, strung with bunting banners and a painted sign that said, "Lighten the Labor in Your Home"—"Make Your Housework More Efficient and Help Win the War." The patriotic note was played up in every possible way, and naturally attracted everybody's attention. The window displays showed how this new efficiency could be secured. The idea got across. On Saturday night there was an opening reception.

I realize that it sounds a bit far-fetched to talk about a reception in a dealer's store to start a dealer's selling campaign. But Wesley Smith had gone into this matter carefully and

### *To the Homes of Busyville—*

**I**N an effort to contribute in a small way to the great national need for conservation, not alone of food but of labor and expense, in every household in the land, I am going to do my best to help lighten labor in the homes of Busyville.

This can be accomplished in many convenient, practical and profitable ways by the use of different electric household appliances, which do the work quickly and efficiently and save hours of time—that time you are now paying wages for—your own time that you would like to save for Red Cross, rest and recreation.

I have arranged for a special exhibition of Lighten Labor in the Home Appliances in my store at 216 Market Street, on next Saturday afternoon and evening, November 3rd, and extend to every man and woman, residents in Busyville, a cordial invitation to come and see just what this opportunity is, and what it offers them. Come and see exactly how these appliances may be fitted to the habits of your home, to save you time and labor and expense.

You will be interested to know that we have made an arrangement with the People's National Bank, whereby they will co-operate with us, in making it easy for any householder to secure such appliances for this purpose, without inconvenience.

Come on Saturday and see how you can "Do Your Bit" in this way. You will be interested. You will be under no obligation to spend a penny.

*Wesley Smith*

ELECTRIC SHOP

216 Market Street

### WESLEY SMITH'S ELECTRIC SHOP

216 Market Street

Busyville, Ohio

October 31st, 1917.

Mrs. E. W. Winans,  
#73 Maple Avenue,  
Busyville, Ohio.

Dear Mrs. Winans:—

The Government has called on every one of us to try to save on food and labor and expense and do our best to help to win the war. Like everybody else, I have been wondering what I could do — and I've decided.

I am going to turn my store into a demonstration of How to Lighten Labor in the Home and show how you can cut down on the cost of housework in your home by the use of electrical appliances. I am going to try to point out to the men and women of Busyville how they can save this labor that they hire now, and free whole days for rest and recreation and Red Cross work. I am going to do my bit this way — and make it easy for you to acquire these appliances right now.

I am writing you — and to my other customers to tell you in advance, and cordially invite you to a little informal exhibition in my store on Saturday evening, of the different labor saving devices which may be used efficiently and economically in this great national emergency. I know that it will interest you. I know that the idea will appeal to your whole household at this time. It is a patriotic duty recognized by every one of us.

So won't you come on next Saturday evening (November 3rd) and let me show you all these things? Please feel free to bring along any friend or friends whom you believe will be interested.

Very truly yours,

*Wesley Smith*

WS:AP

The invitation-announcement ad display that told the story through the newspapers

The letter of invitation that Smith sent out to all his customers and acquaintances



## Do Your Bit in Household Saving!

**T**O make it easy for you to lighten labor in your home and bring about those domestic economies that the Government has pleaded for, as an aid toward the winning of the war, we have arranged with the Peoples' National Bank of Busyville an easy and convenient method for the purchase of electric labor-saving appliances. This offer is extended only to residents and householders of Busyville, and those who are willing to co-operate right now—that is, within the next six weeks—before Dec. 15.

Under this arrangement any electric labor-saving appliance may be purchased and acquired for immediate use by the cash payment of 10 per cent of the purchase price (with a minimum of 50 cents), the balance to be paid in nine equal monthly payments to the Peoples' National Bank, plus 5 per cent collection costs. You will be asked to sign a simple form of agreement covering this arrangement.

This agreement we will turn over to the bank, in return for which we will receive in cash from them 60 per cent of the purchase price to enable us to finance these emergency sales in this way. For this accommodation we also will pay the bank 5 per cent of the purchase price as our measure of co-operation in this effort to lighten labor in the homes of Busyville.

Any purchaser is at liberty to pay the balance due on any purchase at any time, in which case the bank will not charge the 5 per cent collection costs on that amount.

It is believed that this arrangement will greatly simplify the problem of how to lighten labor immediately in many homes. We consider it a privilege to be able to assist the residents of Busyville in such a practical and patriotic effort.

WESLEY SMITH,  
Electric Shop 216 Market Street

The easy-payment-offer card that Wesley Smith used

apparently missed no bets. Through the week he had practically given his entire time to preparation for this reception, and left the wiring work up to the foreman for the minute. He had made a round of visits to the central station manager, to the editors of the newspapers and to the secretary of the Board of Trade, and told them what he was about to do. He got them to appreciate the reason why electrical men throughout the country were concentrating on this campaign. The central station naturally was taking steps already to tie into the movement. The others were interested to hear about it, and they promised to drop in on Saturday evening and look over the promised exhibition of modern electric labor-saving methods.

### LECTURES AND DEMONSTRATIONS

Then on Thursday, Friday and Saturday morning in the newspapers he ran an ad.—a three-column 8-in. ad.—announcing the reception, and on Fri-

day he mailed a signed letter of invitation to every customer on his books, to every household he had ever worked for, to all his personal acquaintances and all the friends of his employees who they believed could well afford to buy appliances on the easy-payment plan. And as a last impulse to remind the public, he rigged up his automobile as a transparency float and in the afternoon and evening sent it through the residence and business streets.

With all this to arouse their curiosity a crowd turned out. They began to come at 3.30 p. m., and there were plenty of people on hand until 10.30. To receive them, Smith had his book-keeper, his foreman and two appliance salesmen from the manufacturers. One of the manufacturers sent a woman demonstrator also, and Mrs. Wesley Smith assisted her in making women guests at home. They had turned the store into a demonstration of electric labor saving—a washing machine was running full of suds and clothes, and a suction cleaner with a rug and pile of dirt, a dish washer with dishes in it, a silver cleaning motor with some silver to be cleaned, a milk warmer with baby bottles full of milk, a percolator with a coffee outfit—these were the features that were on exhibition. Every appliance was in service, and

the facts and figures telling how to use it, and what it cost to buy and use, were lettered plainly on a card, so that everybody got the story and the demonstrator was free to talk and sell.

It made an interesting layout, yet nothing that any dealer cannot do. Smith did not throw away his money. There were no music or flowers or refreshments, except the tea and coffee and toast that was being made in demonstrating. It wasn't necessary. Everybody knew the purpose of the affair, the thought that he was trying to convey, and they looked into it. And everybody received a card that explained the easy-payment offer and the reason for it. Wesley had gone to that bank cashier again and fixed it so he could finance installment accounts right at the bank. And lots of people bought appliances that night and lots of others went away to think it over.

### TWO KINDS OF OUTSIDE SELLING

On Monday morning the two manufacturers' salesmen started out to canvass the list to whom the invitations had been sent, and the others who had dropped in to the reception, as many as they could jot down. The woman demonstrator stayed in the store to sell goods, aided by the book-keeper. Wesley Smith, in the after-

## Special Agreement

TO HELP LIGHTEN LABOR IN THE HOME

**I**N PURCHASING from Wesley Smith's Electric Shop, the appliances listed below, under the special terms of the Lighten Labor in the Home Sale, I hereby pay in cash with the order 10 per cent of the purchase price or \$....., and agree to pay the balance in nine equal monthly payments to the People's National Bank of Busyville, together with a collection charge of 5 per cent of the total purchase price, at the time of the last payment.

If at any time I should desire to pay the entire unpaid balance in cash, it is agreed that the bank will not charge the 5 per cent collection cost on that amount. It is also agreed that those appliances remain the property of the People's National Bank until this purchase price has been paid in full.

Appliances Purchased

Price

.....  
.....

Total Price.....

Accepted for Wesley Smith

Name.....

by.....

Address.....

The easy-payment contract form that tied the bank into the campaign

noon, put on his hat and started to make a round of calls on business men, beginning with that bank cashier, those editors, and every customer and other acquaintance that seemed to promise results. He simply called on them and put it squarely that their business of housekeeping should be run no less efficiently than their business of store or office or factory-keeping, and the responsibility was up to them to make it so. It got results, some on the first call, some not till later, but he made a business of giving up most of his afternoons to this kind of selling, until he felt that he had covered the ground.

In the meantime in the store, on Wednesday afternoons, for the four weeks that this part of the campaign continued, they got some camp chairs in and held a lecture demonstration, at which the woman demonstrator talked domestic efficiency and showed the way. On each Saturday evening they fixed up a little exhibition called "The Week's Work in the Home—Electrified," and around the store were simple little railed off spaces marked for the days of the week. It was a good idea. "Monday" showed the washing machine; "Tuesday," the flatiron; "Wednesday," the silver cleaner; "Thursday," the range and separate oven; "Friday," the vacuum cleaner; "Saturday," the dough mixer and dish washer, and "Sunday," the ice-cream freezer, milk warmer, heat pad and small-comfort appliances. Each Wednesday and each Saturday an ad was run in the newspapers announcing the day's event, and people who had not yet called were telephoned and specially invited. A careful check was kept on the original list, so that effort could be made to get in touch with everybody.

In the meantime, a "Fix-It Service" was advertised and mentioned to everybody who came in, and lots of people sent in appliances that needed repairing. Many of them were fixed up, but in other cases their comparison with modern improved types led to the sale of a new one in its place.

#### RUNNING INTO CHRISTMAS

The campaign had begun about Nov. 1, and the manufacturers' salesmen stayed right on through the month, because Wesley Smith was backing up their efforts with his money and his hard work, and it paid them well to stay. They were selling

goods and putting a new store right on the map. "Before we really realized it," Smith said to me, "December had slipped upon us and it was time for Christmas shopping. The two salesmen had to leave me then for other work, but I prevailed upon the other manufacturer to let the woman demonstrator stay with me in my employ until Christmas, and I hired another girl to help her and went in for the Christmas selling just as hard as I could. And, of course, we had a running start. We had been preaching electrical appliances for a month. To play them up as useful gifts seemed most appropriate, and we backed it with plenty of the old-time Christmas spirit.

"We decked the store with red bells, holly and ribbon, and I advertised a good deal and we had a fine lot of business. The shoppers seemed to find our stuff to fit the war-time point of view. It didn't seem extravagant to buy these things that would promote economy—and it wasn't. And the result of it all was that when I sat down to figure it all out the day after Christmas it didn't seem possible. I had paid back my loan from the bank. I had established myself as a retail merchant in the town and found the way to turn my customers into accounts, by gradually equipping them with appliances after they had wired up. And my bank balance, which had been \$600 you'll remember when I made my mind up to go into this campaign, had been jumped up to \$1,900 after paying for my store stock. In other words, this bit of nerve and work had paid me

just about \$1,300 in cold cash for two months' effort, with a prospect of a going retail business for the future."

\* \* \*

And that's the story of Wesley Smith. He did no more than a hundred other contractors and dealers can do between to-day and Christmas Eve if they will put their backs into it. They couldn't do much better, I believe, than to follow out the path that Wesley Smith found so successful. And in case they want to use them, I am reproducing the announcement ad, the customer's letter, the easy-payment plan and the contract form that Wesley used and gave to me to pass along.

### Counter Sockets and Meter Help Sell Labor-Saving Appliances

BY C. E. DAY  
Kalama, Wash.

I find, in selling lamps, that the following is very useful to me, and thought it might be helpful to others in getting the customer to use the proper size of lamps, etc.

Over my lamp counter I have a frame with six receptacles, one holding a 10, 15, 25, 40, 60 and 75-watt lamp. These are connected to a glass-case meter and are controlled by an ordinary six-point switch.

Many customers come in and ask for "some lamps," but do not know just what size, so I show them from this display rack the amount of light each one gives, and how fast it will run the meter, as they can see by looking at the disk. The comparison of the speed of the disk between a gem and a Mazda lamp always is the best argument to help replace carbon lamps with Mazdas.

We can also hook fans, vacuum cleaners, washers, and sewing-machine motors, etc., on this same frame and compare for the customer the speed of the disk with a lamp, which illustrates the cost of operation.

I have sold dozens of "all-nite-lite" transformers for use in closets, hallways, etc., by having one connected in a receptacle, turning on the switch, and asking the customer to watch closely and see the meter move, which most of them can't see without their spectacles, for the disk hardly moves at all.



### Is Your "Overhead" 23 per Cent?

From the best figures we have been able to get from all parts of these U. S. A., electrical contractors and contractor-dealers' "overhead" runs from 20 per cent to 25 per cent. Maybe yours is different. Add up your bills and find out. And be sure all the items are in. But figuring 23 per cent as a fair figure, and 10 per cent as a proper profit, how much will you have to add to labor and material to cover overhead and profit in your selling price? We say 50 per cent. You don't believe it? Try figuring it out for yourself.



## The Psychology of the Long Order Blank

Before the days of standardized stationery a young man hired as a jobber's salesman began his first trip with his catalog, his order book and his other salesman's accessories stowed away in his pockets. He hoped to avoid appearing a peddler by going unequipped with the traveling case. Fortunately, he had exceptional selling ability. He got orders. His firm prospered. And he continued to travel his territory, sending in orders on the small order blanks from his pocket-sized order book. These blanks had nine lines.

Finally, however, he began to notice that the orders he took invariably

ended at the bottom of the first or second short page. None ever extended so that one or two items needed to be written on an extra blank. He studied this discovery; he found the conditions under which he worked were something like this:

When the customer had specified nine items and it was necessary to tear off the original and duplicate blanks and to insert carbon paper in the pad for the next blanks, the customer's train of thought was interrupted; he was impressed with the fact that he had given the salesman a sizeable order. He mentally recalled his last month's difficulty in meeting high bills. He began to "stall." And his ordering for that day was over.

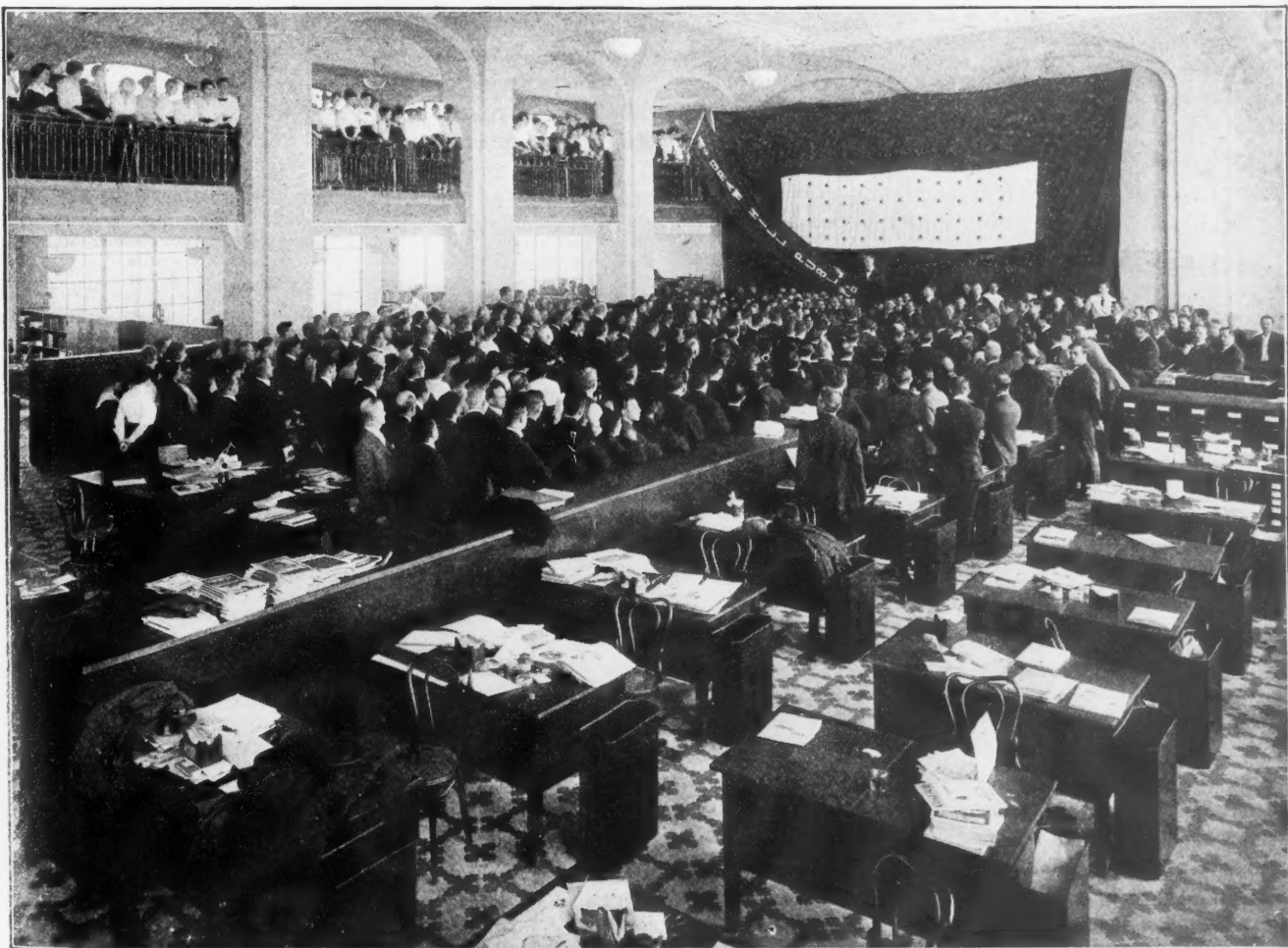
Being an observant chap, the sales-

man sensed the real cause of the trouble—a purely psychological one. So he bought some eighteen-line order blanks. With these he had the same experience. The dealer could think of plenty of items he needed until the eighteenth or thirty-sixth line was filled.

There again he encountered the same obstruction offered by the ninth line of the shorter blank. So to definitely settle on the cause for this trouble, and to eliminate it if possible, the salesman bought a real man's sized order blank with space for fifty items. That solved the difficulty and it increased the salesman's personal sales enormously. So the pocket-sized order book, even though it was convenient to carry, went to the scrap heap.

**"The Time Has Come to Conquer or Submit—For Us There Is But One Choice,  
We Have Made It"—President Wilson**

***Have You Bought Your Second-Liberty-Loan Bond?***



Liberty Loan meeting of employees of the McGraw-Hill Publishing Company, Inc., publishers of *ELECTRICAL MERCHANDISING*. At this meeting there was unfurled a service flag with forty-two stars, showing that forty-two members of the company have entered military service. Since the meeting pictured, Oct. 9, four stars have been added.

# Making a Service Charge for Lighting Layout

This Successful Contractor Reasons That His Customer Should Pay Him a Fair "Engineering Fee" for Designing Equipment and Assuming Responsibility for a Satisfactory Illumination Job

**T**HE other day, in an interview with a man who has been reasonably successful as an electrical contractor, specializing largely in lighting installations, he brought up this important and much-discussed question of the cost of doing business—"overhead," and the matter of profit.

"Do you know," he said, "I came to the conclusion long ago that this whole question is not so much a matter of the average contractor's not knowing whether or not a job is going to be profitable—not knowing how to figure: it is largely just a case of common, every-day 'weak knees'—a desire to get along without fighting for his own—an acknowledgment that 'maybe



"Too often the contractor gives up all claim to the profit he knows he is entitled to, in the hope of keeping peace in the commercial family, so to speak. And very largely it is just a case of common every-day 'weak knees'—a desire to get along without fighting for his own."

he is a robber'? He figures he must be a robber or he wouldn't be called so on every occasion, even when he knows from his costs that he has lost money. We contractors give up all claim to the profit which we know we are entitled to in the hope of keeping peace in the commercial family, so to speak.

"Fortunately, I began some twelve years ago to pay more attention, in a small way, to the lighting field, and by careful observation I finally concluded—and have had no reason to revise that conclusion since—that the average buyer of this class of equipment is, on the price question, just putting up a stiff bluff. He only desires assurance that he is buying the equipment at a fair price; that is, cost

plus a fair profit. He delights to drive a close bargain, but, after all, if the equipment does not do the work, he forgets the low prices, forgets his own insistence on cutting down my recommendations, and actually holds me responsible for the inadequate lighting which may result from his modifications of my design.

## A SEPARATE SERVICE CHARGE

"We all delight to talk about service, about our willingness to oblige, to get right on the job and make a reputation for knowing the ropes. Some one, however, has to pay for all this obliging effort, and unless the costs of this service are placed where they belong, this kind of business becomes unprofitable. The time taken to go over the various suggested plans for the lighting of an office or small workplace is practically as much as is required for an entire floor. A straight percentage on labor and material won't cover it uniformly, and, moreover, I have felt that this alone is not sufficient. Many a time a customer will determine upon a layout that is extravagant and which would also be unsatisfactory from a lighting standpoint. The layout he wants would cost him \$50, giving me only about \$20 for overhead and profit. It is necessary for me to interview this customer, to discuss his needs and to present my recommendations. I have sometimes even shown the customer that a \$10 job would do equally well. Then I naturally felt that I had earned more than any reasonable percentage on \$10 would give me.

"There is also the temptation to do what the customer desires, to make his job a \$50 outfit, looking toward my \$20 profit and overhead return. Very likely when I change his plans and recommend the \$10 job he still wants a trial installation. 'Just hang up one of those fixtures so that I can see what it is like,' he says, which sends more of my expected profit over into the loss column.

"I soon came to the conclusion that this line of work didn't pay, although

there was a ready demand for just this kind of service. The customer wants it—wants the individual, expert attention I can give, but I could never see a way to make him pay my costs. Figuring a fixed percentage on labor and material is all right only on jobs where plans and specifications are submitted. However, there is a great deal of this other kind of work to be done by someone, but all I have ever heard at association meetings or read in the trade papers failed to show me 'how to make it pay.'

## WHERE SERVICE WAS PAID FOR

"I learned my lesson by accident. The proprietor of a café sent for me because I had done satisfactory work for a friend of his. Of course, he



"The time to go over the various suggested plans for the lighting of a small office or work place is practically the same as that required to go over plans for a whole floor or building. A straight percentage on labor and material won't cover it, for the little job sometimes takes more study and time than the big one."

wanted something cheap—they invariably talk that way. His lease was for a comparatively short term and the room was not large. I measured it up, drew a plan to scale, and decided upon a distributed-unit layout. They used metallized filament lamps at that time and everybody ran strong on holophane reflectors. A simple canopy ceiling fixture which cost \$1 and which we sold for \$3, and a reflector, list \$22 per dozen, with 60 per cent discount, which we priced at list, and the wiring, inspection and incidentals, came to \$89 more. I kept an appointment and submitted my scheme, quoting the above prices separately.

"That's all right," he said, "but I don't want detailed figures. Write me a letter quoting your total price for



the job. I have confidence in you that the lighting will be satisfactory. I like your layout, but I want a net figure for the complete job." On returning to the office I totaled up the amounts and sent in my letter for \$219 net. It was accepted. Later, when the job was done and the costs were checked up—for we always carried job sheets on which all materials and time on a job were entered separately—there appeared an amount of about \$40 that I have never been able to account for excepting as a plain mistake in addition or multiplication made when I sat down to write the letter putting my bid into a lump sum. My customer was thoroughly satisfied, and proved a good advertiser for me.

"Here was \$40 that I assuredly needed in my business. It would not be practical to figure labor and ma-



"If one wanted only a cup of coffee or a bowl of soup, however, it cost you 20 cents. The regular charge for coffee was 5 cents and for soup 10 cents, but a notice—'No check given for less than 20 cents'—appeared on the menu. This was a just and proper service charge for small-order business. It gave me an idea that I could apply to my own business, and since that date I have done so"

terial at 100 per cent in place of the usual 50 per cent, as on a large job this would keep me out of the bidding. On the other hand, I couldn't readily figure 50 per cent on one job and 100 per cent on another. I tried to 'dope out' some way to get the equivalent of that \$40 on all similar work, for this experience showed that the customer was agreeable. Further, I knew that the amount had been earned on many similar installations where I had not received my full return.

#### SERVICE CHARGE IN A RESTAURANT

"About this time I found a new restaurant where the food was good and the prices reasonable. If one wanted only a cup of coffee or a bowl of soup, however, it cost you 20 cents. The regular charge was 5 cents and 10 cents respectively, but "no check given for less than 20 cents" appeared on the menu. This was a proper and just service charge. It was overhead per customer for small-order business.

Here was an idea I could apply to my business, and I have done so.

"My service charges on many jobs run as high as \$100, and these apply on all jobs where the responsibility for the delivery of a lighting or power service is on me. I have gotten my customers and their friends to depend upon me to deliver the equipment to do the work they want done. It is wiring, fixtures, etc., on my books, but the customer is sold *lighting service*.

"My bid for a guaranteed job is in a lump sum made up of the cost of labor and material plus 50 per cent plus the service charge, which is based on my probable time for layout and supervision. My customers understand that they are paying for my attention to their work, although the amount of this charge is not agreed to separately. They know that my interest is in an economical layout and that I am not likely to overload them with either wiring or fixtures, as these items carry only a merchandising profit. They know that I am really rendering an engineering service.

#### CHARGING FOR TRIAL INSTALLATION

"I have been able to cut out another item of uncertain expense in this business—trial installations—this or some other kind of fixture to be tried out, to be raised or lowered, and so forth. Will I do that for them? Certainly, on a time and material basis—each change a charge. We frequently have these charges run to \$25 or \$30 before the customer says "go ahead." The other fellow who thinks he is a competitor of mine will do this for nothing. Let him. I have built up a reputation for knowing my business and have been given jobs when my prices were from 25 per cent to 100 per cent above the average bidder. It may take a little salesmanship, but what of it? I am honest with myself and can be honest with my customer, and he knows now that my work is thorough.

"Handling lighting installations on a close margin cannot be done successfully nor, in my experience, is it necessary," concluded the successful specialist. "If a customer thinks he knows exactly what he wants and insists upon a close figure, I let him get it elsewhere, but a surprising number of these jobs come back to be done my way. Good lighting is worth all you can charge for it—and frequently 50 per cent on top of that! There is a whale of a difference between selling lighting fixtures and *lighting service*,

but if you can make the necessary lighting calculations—and they are extremely simple—the step upward into the lighting service delivery method is easy and can be made a profitable part of your business."

## The Great Profession of Salesmanship

By E. C. SIMMONS

President Simmons Hardware Company

Salesmanship is a great profession—and I use the word "profession" in the strict sense of the term. The slogan of the best salesman is "Enthusiasm." Enthusiasm is the zeal that puts zero in competition. Cash can buy goods at any time, but it takes enthusiasm to sell them in a

Mr. Simmons' youthful enthusiasm and outlook on life, at the age of seventy-eight, would probably put to the test the spirit and energy of even the "pep"-iest youngster in the great sales organization that he heads. "Beat yesterday" is the motto of the Simmons sales staff, and there is no more fervent disciple of this slogan than the founder himself. The remarks here quoted were made by Mr. Simmons in addressing an audience of hardware merchants recently on the subject of retail merchandise sales.

large way. One result-getter—one optimist—one enthusiastic "live wire" can do more to ginger up an organization than any other influence that I can think of. Enthusiasm is the earnestness of purpose and eagerness to occupy the front seat. Life is one continued strife or battle. Competition is always alert and never sleeps. It's the wise salesman who plans his work and works his plans.

I believe that a man is as successful as a salesman in proportion to the amount of work, study and enthusiastic effort that he puts into his business, which always must be coupled with integrity of purpose and deed. I have never known a man who possessed these qualities to fail in whatever he started out to do. Men who are making good as salesmen to-day are men who do things that keep them in the proper mental attitude to sell. The mind has a vast amount to do with the body. If the mind is clear, healthy and free from stains, it is a great contributor to physical effort and the achievement of success.

## What Co-operation in the Industry Has Done at Bloomington, Ill.

How a "Get-Together" Dinner, a Rummage Sale, Co-operative Appliance Drives, Electric Service for Fans to Cool Wiremen in Hot Attics, and Progressive Sales and Advertising Policies Have Brought Contractors and Central Station Into Harmony

By C. F. SNYDER

Superintendent of Light, Heat and Power, Bloomington (Ill.) & Normal Railway & Light Company

IN Bloomington, some time ago, we adopted a definite policy which aimed to foster and encourage the spirit of business co-operation, not only between our company and the contractors, but among the contractors themselves. In a sense, every contractor, every fixture salesman, and every wireman is now a direct agent for us because every bit of electrical apparatus installed, every fixture and appliance sold, becomes a permanent income producer for the central station. This being a fact, the company should be willing not only to lead the way toward more amicable relations, but should assist by every means in its power to build up the contractors into a group of successful, aggressive concerns.

Our first move in furtherance of this program was to get the men in the industry together for a friendly little dinner. Even this had its difficulties, because petty jealousies and minor differences had cropped out between some of the local men. But by a judicious seating arrangement, and by the exercise of tact in guiding the conversation, the dinner ended with a feeling that perhaps we could



C. F. SNYDER

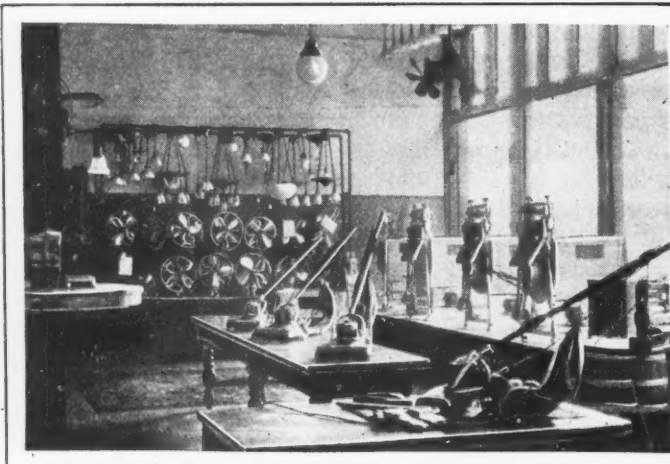
all work together along business lines for the general good.

One of the first things we did was to give the contractors the benefit of our buying power, which, especially in the case of a central station operated as part of a syndicate, is very considerable. This was of great value, es-

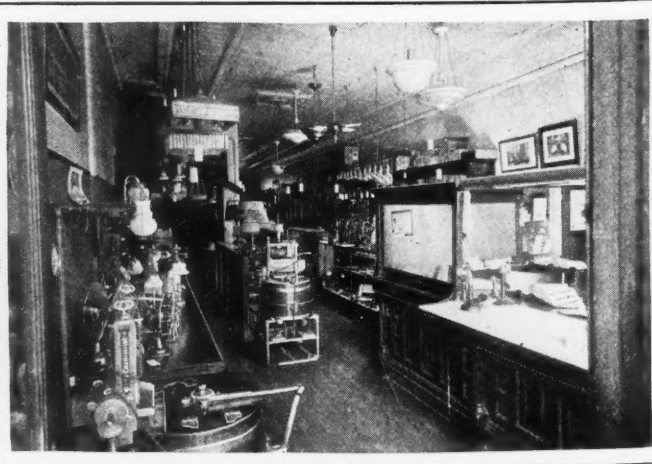
pecially in the case of special sales and drives. If we put on an appliance sale, we saw that the contractors were furnished with the article at a cost which enabled them to sell at the sale price and realize a profit. This brought customers into each contractor's store and placed him in a stronger position with his own trade. It changed a feeling of resentment against the company for underselling into one of strong, hearty co-operation and thanks. Moreover, the sale of an appliance from the store of a contractor still meant the regular monthly income to the central station. It helped make the sale a larger success, because it became a strong, concerted drive by every man in the local industry.

### RUMMAGE SALE HELPED CLEAN UP DEALERS' STOCKS

In connection with the appliance sales our company instituted a rummage sale at its salesrooms in which every contractor in the city was represented. All the old appliances were taken from the shelves, where they had become shopworn, and put on display. The company advertised the



The picture on the left shows the interior of the central station's showroom, where the rummage sale was held. Note that after the sale the room contained only up-to-date stock. At the right is a



view of the store of a Bloomington contractor-dealer—Guy Carlton—who has been in business seventeen years and never allowed old goods to accumulate on the shelves.



rummage week extensively in full-page newspaper copy, and the sale was an unqualified success. For our expense in conducting and advertising the sale we charged 10 per cent overhead. Everyone shared in the benefits, and it was another stimulus to the co-operative spirit.

The same general plan has been followed in housewiring campaigns, and here again we were able to be of assistance to the contractor. We early did away with the policy of cheap prices, with correspondingly cheap, unsatisfactory jobs, a policy which would foster the curbstoner to the detriment of the man with an establishment and an overhead expense. We employ high-class, well-trained salesmen and believe in a fair profit, longer time payments, and satisfactory work. We solicit the business and carry the account. The contractor is paid every month, and we collect the account in monthly payments. The contractor is satisfied. He gets the business at a fair profit, his payment is prompt, and he has every inducement, based on self-interest, to do a high-class, satisfactory job. As a result, the customer is satisfied and the central station sees its connected load increased.

We were also able to assist the contractors by conducting a special housewiring campaign in January and February, which are generally dull months. With his "overhead" going on, and in constant danger of losing his organization through lack of work, the contractor welcomed a drive that resulted in enough work to hold his men and also show a handsome profit during this slack time.

#### ousting the Aversion to Old Housewiring Jobs

We found that old housewiring was not aggressively pushed by the contractors, through the dislike of the average wireman to work in dirty, hot attics and do his work without the convenience of adequate light. We overcame this and secured the co-operation of the contractors in getting this highly desirable class of business by the simple expedient of running our service *before the house was wired instead of afterward*. This allowed the use of an electric fan in the attic and proper lighting for working by.

As a result, we are gradually eating our way into the 4200 old houses in Bloomington and Normal. Moreover,



Housewiring salesmen of the Central Station Company are provided with portfolios in which to carry pictures of interiors of homes in Bloomington which have been recently wired for electric light

the proportion of old houses to new being wired yearly has jumped over 50 per cent. We also offered during campaigns a commission of \$1.50, payable out of the first payment, to any employee of the company or of any contractor who turned in a prospect that developed into a customer.

And now a word for local advertising. We are absolutely converted to the belief that the newspaper medium

is the best, and that the careful, constant use of newspaper space will bring corresponding returns. For years some central stations have looked upon newspaper advertising as a necessary evil required to placate the newspapers. Advertising has been a political and a public-policy matter which might serve to temper the wind of criticism to the shorn lamb of public service, and many a central station operator has signed for a page of space with the fervent, unexpressed wish that the publisher and his newspaper were in Kingdom Come. And doubtless advertising does in some cases have its indirect effect from this standpoint. But that is a question for managers and not for commercial departments! The fact remains—and in our case we have demonstrated it beyond a doubt—that newspaper advertising is a powerful selling force, and that when properly used is as successful to a central station as it is to a department store.

In June of last year we doubled our newspaper advertising, with the result that we more than doubled our merchandise sales.

In our newspaper advertising we continually hammer at the word "service." We preach, talk, think and dream "service," and try to live up to our professions. We try to make our advertising copy attractive and appealing and to get away from the old, hackneyed, stereotyped methods wherever possible. Our housewiring advertising campaign lasts twelve months

## Co-Operative Clearance Sale of Electrical Appliances

Beginning Wednesday, Jan. 3rd, and Continuing Until the Evening of Jan. 10th

A Great Combination Sale of Electrical Appliances will be held at our display room. This sale includes some new pieces received too late for Christmas trade, some broken sets, some slightly shopworn pieces and are a collection from the stocks of the following dealers

James Gray Electric Co., Guy Carlton, James Bailey Electric Co.  
Stillhammer Electric Shop, Bloomington & Normal Ry. & Light Co.

### The Greatest Bargains Ever Offered in Electrical Goods

Reductions of 20% to 60% on Scores of Useful and Attractive Articles

Electric Flat Irons Formerly \$5.00, now . . . . .	\$ 1.00	Portable Table Lamps Formerly \$12, now . . . . .	\$ 4.00
Toaster and Grill, like new Formerly \$6.00, now . . . . .	\$ 4.50	Silver Plated Boudoir Lamps Formerly \$6.50, now . . . . .	\$ 3.00
Electric Heating Pad Formerly \$5.00, now . . . . .	\$ 3.50	Bronze Ornamental Newel Post Lamps Formerly \$28.50, now . . . . .	\$16.50
Electric Vacuum Cleaner, Shopworn, Formerly \$25, now . . . . .	\$ 7.50	Dentists' or Jewelers' Motor Formerly \$7.00, now . . . . .	\$ 5.00

The above are just a few of the many attractive bargains. Come and make your selections while the stock is complete. January 3rd to January 10th inclusive.

**Bloomington & Normal Railway & Light Company**

A sample of the kind of advertising used to bring people to the Rummage Sale which cleaned out the shopworn and dead stocks from contractors' stores

in the year, with four different strong, identified campaigns, and a different feature is brought out in each drive. Here again we co-operate with the contractors. A fixed price is determined for the thirty days and a line of fixtures is standardized. In this way all prices are quoted identically. We arrange to buy for the contractor supplies and fixtures, which are put into his stock and upon which we draw when needed. The fixture designs are changed, as far as possible, during each campaign to avoid sameness. In all campaigns we appeal to the man who is not especially interested in light by talking appliances and labor-saving devices. The easy-payment plan is strongly featured in this sales effort.

#### FOLLOW-UP CARDS AND LETTERS AID SALESMEN

Supplementing this advertising is the work of our salesman and our follow-up cards and letters. We try to school our men to remember they are living in Bloomington and talking to Bloomington people. They are provided with neat leather portfolios equipped with the necessary price lists and illuminating data. In addition, they carry photographs of installations which are not just pictures of fixtures but photographs of fixtures in Bloomington homes. If a salesman cannot sell a prospect, we hammer away with the follow-up method at appropriate seasons. We do not believe in premiums. The customer knows that the price of the premium iron is included in the total cost. We have found that a clean, aggressive advertising campaign, followed by strong, aggressive solicitation, is the better system.

#### CO-OPERATION THE FOUNDATION OF SUCCESS

But back of all our advertising and all our solicitation lies the foundation of co-operation between the central station and the contractors. In Bloomington this is getting better all the time, and although there are some rough spots to be ironed out we believe that a continuation of our policy will eventually secure the results we are striving for; that is, absolutely complete, harmonious co-operation in the industry for the good of every man in it. We know that it can be done, and that it means more business and better business.

## Jovian Convention at New York

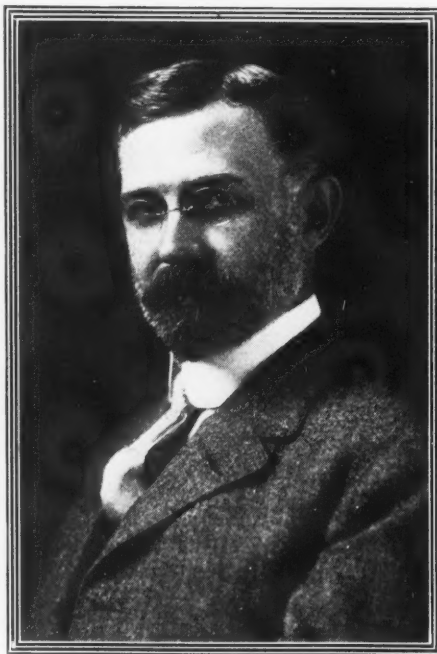
Addresses by Lord Northcliffe, Edward N. Hurley, Irvin S. Cobb and Other Speakers at Conclave of Order, Oct. 22 and 23

**I**N selecting a New York City hotel—the McAlpin—as the place for the annual convention of the Jovian order, Oct. 22-23, Jupiter Doherty was influenced in his decision by the fact that Father Knickerbocker's settlement is practically a center of gravity for Jovian membership.

Under the influence of war conditions the disposition to attend conventions is considerably below normal. At the business sessions of the meeting it is planned to present several constitutional amendments, the acceptance of which will effect vital changes in the workings of the organization, and in order to make it as easy as possible to secure a quorum it was decided to choose the convention city solely on the membership basis.

#### OPENING CEREMONIES

The New York Jovian League will open the convention on Monday noon with a luncheon to the visiting members. Prominent among the speakers at this opening event is the Rev. Dr.



Henry L. Doherty, present Jupiter of the Jovian Order, typifies those ideals of wholehearted teamwork and everlasting go-to-it-iveness which we like to call American. Most of us are ready to admit that being president of sixty-seven electric light companies would have a marked tendency to keep us busy. Mr. Doherty, however, has found time to make his administration in the Jovian Order one that will long be remembered for its constructive leadership.

Carl Wallace Petty, who will deliver a patriotic address. Following the luncheon, Jupiter Doherty will formally open the convention.

On Tuesday morning, John W. Lieb, president of the National Electric Light Association, will speak upon "The Electrical Industry and the War," touching on the changes which have been brought about by our international relations and their bearing upon the profession whose interests are electrical.

#### SPEAKERS OF INTERNATIONAL REPUTATION

The convention will close officially on Tuesday evening with a banquet, at which the newly elected officers will be welcomed. Among the speakers of international reputation who have promised to attend are Lord Northcliffe, E. N. Hurley, Dr. Talcott Williams of Columbia University, and Irvin S. Cobb.

As a war-time convention the meeting will be intensive, and the business sessions will be conducted with a view toward concluding the necessary business in the briefest time possible. Elaborate and superficial entertainments will be conspicuously absent. However, lest anyone imagine that the conclave will be dull and dreary, it need only be noted that the entertainment committee is presided over by George Williams.

Among the nominations for the sixteenth Jovian administration is that of J. F. Strickland, president Texas Power & Light Company, for Jupiter.

#### Independent Lamp Manufacturers Dine

A number of the independent manufacturers of incandescent lamps were entertained at dinner at the Hotel McAlpin, New York City, Oct. 4, by A. E. Wiest, president of the American Appliance Company, Indianapolis. The event was held to commemorate the purchase of the Metalite Company of New York by the Indianapolis concern, and following the dinner a number of addresses were made on war and trade conditions.



# THE CONTRACTOR AND HIS COMPETITORS

**"Let a Man Make Friends with His Business Rivals" Counsels Successful Contractor with Nearly a Quarter Century of Business Experience, "For There Are Many Ways in Which Each Can Help the Other"—How Friendly Suggestions Concerning Construction Methods, Special Tools, Keeping of Costs, and Better Business Systems Invariably Prove of Mutual Value**

By F. W. LORD

President Lord Electric Company, New York City

IT seems to be almost second nature with many business men to regard a competitor as an enemy, and any misfortune which the competitor meets is considered as the first man's gain. This is a most misguided idea, and wrong both economically and ethically. It is founded on primitive customs and savage ways of living. The spirit of the times is to live and let live, and on no other principle is a healthy, happy business existence assured.

It may sound out of place to suggest happiness as an object of business ethics, but happiness is certainly as much to be considered in business life as anything else. The main point is that it is perfectly consistent with success to be helpful to and friendly with one's business rivals. This does not mean, or in any way imply, collusion or illegal combination.

## A SIMPLE CODE OF ETHICS

Many well-meaning codes of ethics applying to inter-relationships of contractors have been drawn up, but the authors of these have always tried to cover too much ground to be successful. It is impossible to formulate detailed procedure in sufficient fullness to cover every case. All that can be done to advantage is to advocate a wise mental and moral attitude, and friendly action in place of unfriendly action.

A few simple suggestions, however, may be helpful. Let a man make friends with his competitor. There are countless ways in which each can help the other. For instance, a man may warn his competitor in regard to the business methods of certain general contractors and speculative builders, and in return may expect a like warning in a similar case.

To illustrate: Certain speculative builders in New York have been known to swindle their sub-contractors by having them estimate on incomplete specifications, certain pages being temporarily removed; but in awarding

the contract these pages would be replaced, and the contractor requested to sign the complete specifications in the customary manner. The subterfuge often passed undiscovered, so that the contractor had to furnish the items he had not estimated on, but which were formally included in the contract.

## PROMOTING CORDIAL RELATIONS

Now, to warn a competitor when to look out for such treatment would not only be kind, but would certainly tend to inspire on his part a wish to return the favor, besides promoting a cordial and helpful relation in general.

In addition to exposing this sort of thing there are many ways in which a contractor can help his competitor. In general, if one will help the other to make money that other will reciprocate, and both will profit. It never pays to hurt a competitor, and to malign one's rival in business usually does more harm to the maligner than to the one maligned. Indeed, "every knock is a boost!"

It is unwise to be suspicious of one's competitor. The chances of his having done just what has been reported are small, and generally the trouble is much more due to some misunderstanding, rather than to anything positively wrong. If a man has reason to think he has been shabbily treated he would do better to telephone, or, better still, call on the suspected man and come to a straightforward understanding. Even if fair play has been stretched a point or two, this is the best way to prevent a recurrence of trouble. Many a business semi-feud has smoldered along for years on account of some really trivial thing which could have been straightened out to every one's satisfaction in a three minutes' candid and friendly talk.

## IMPROVED BUSINESS METHODS

In the matter of improved constructive methods, special tools, keeping of

costs and administrative improvements, it pays to make friendly suggestions, as something valuable is almost always learned in return.

Even if no direct return in kind be made at the time, the better trade relationship which such action tends to establish will be found sufficient recompense.

Business should not be sought by collusion. Irrespective of illegality the advantage is ephemeral, and it results in inefficiency. Many a contractor who has temporarily thrived by this means has gone to the wall through the slackness which results, and which brings about inability to successfully compete. Moreover, if business be obtained by collusion, there is a reflex action on the efficiency and morale of the office. The practical effect is much the same if a firm be given most of its work without competition, or on percentage. There is no better business tonic than the carrying out of a contract taken at a close price, as it stimulates keenness all along the line, both in and outside the office.

## "DON'T CUT PRICES"

Prices should not be cut. It is always a temptation to reduce a bid when intimation is given that it is too high. In a great majority of cases the general contractor is merely trying to save money, and the hint is given to all bidders, including the one who is already lowest, that a better price would be considered. Any encouragement given to this shopping of bids tends to result in the general lowering of prices, all at the expense of the contractor and at the sacrifice to the owner of good work and satisfactory service.

There is, however, a possible exception which should be made, and that is in the case of a contractor who has been regularly employed by the owner, or for whom the architect expresses a preference. In such instances the contractor should not be considered as

having violated the ethics of the business in meeting the lowest price submitted. The owner, of course, has the right to award the contract to a concern which has served him faithfully, and often will give a preference; but the owner's agent, on account of his fiduciary capacity, often feels constrained to ask the preferred contractor to meet a figure instead of giving him the preference he deserves.

It is sufficiently obvious that the probability of recompense for good work done, through the award of further contracts, must be a very strong incentive to the continuance of a contractor's best efforts.

For a long time contractors in the same trade and in the same city or vicinity have been forming associations for mutual welfare and protection; and the movement is continually gaining support. Undoubtedly these organizations have a beneficial effect, as a good deal is accomplished and they pave the way for further co-operative efforts.

As an instance of this may be pointed out the mutual advantages of comparing labor costs, for this item is the most uncertain part of every estimate, and mistakes in it are the commonest cause of losing money on a contract. Every time a losing con-

tract is taken the market price for such work is lowered, and the contractor who suffers the loss is forced to make it up on some other work, to the detriment of the business generally, and, consequently, entailing a loss to all competitors. It is always a disadvantage to have a competitor lose money, and the more that contractors realize this and help each other not to lose money, the more will they help themselves.

#### FIGURING UNIT LABOR COSTS

As one purpose of the author is to be of practical assistance, it will not be out of place to show how such unit costs of labor may be obtained. The unit cost of materials should be based on market prices; but the unit costs of labor should be founded on the ascertained cost of installing units of quantity under varying conditions.

All labor on the job, of course, is productive, some of it "directly productive," and some "indirectly productive." The "directly productive" labor is that which is employed in the actual cutting, fitting and installing of the materials. The "indirectly productive" labor is of a preparatory nature, and includes the work of supervising, laying out of work, keeping of records, moving materials, setting up

work benches, and other similar necessary effort. The cost of this "indirectly productive" labor will be found to correspond with the cost of the "directly productive." It should be kept separately.

In arriving at unit costs of "directly productive" labor, the first step is to divide the work into its logical mechanical subdivisions. Each day the amount of labor is then split up and listed under the proper headings, according to the time expended. As no one man ever works on many different items on the same day, this subdivision will be fairly accurate; for on the average, the plus approximations will be offset and balanced by the ones that are underestimated.

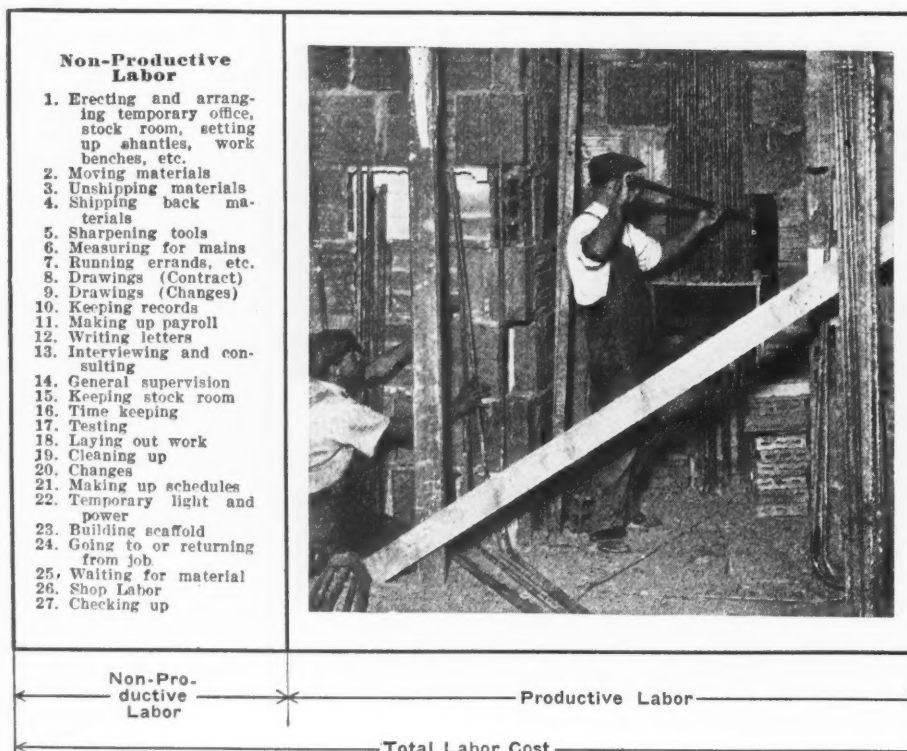
#### COST OF "DIRECTLY PRODUCTIVE" LABOR

At the end of the job the totals of these subdivisions of labor costs, applied to the quantities of materials to which they relate, will give the productive-labor unit-costs of that particular piece of work. Of course, the unit-costs obtained in a small dwelling house, for instance, would be different from those deduced from factory data; but it will be found that a very close resemblance exists in similar classes of construction.

It is to be especially noted that, while the foreman is the logical one to make the daily labor subdivisions, he is not expected, nor should he be allowed, to keep the tally of the quantity of materials used. The daily labor costs are footed up when the contract is completed by the clerical force in the office, who also figure from the stock records the materials installed, corresponding to the labor units.

\* \* \*

Other ways and means of co-operation might be pointed out, but they are all only limited versions of the Golden Rule as applied to business. Virtue is said to be its own reward, and sometimes it appears to be the only one; but, in the application of the Golden Rule to business, the reward is of a much more tangible sort, shown by improved conditions not otherwise attainable. In no better way can these be fostered than by cultivating a business acquaintance and friendship with one's competitors, so as to make possible and easy the interchange of mutually helpful ideas and suggestions.



Are you keeping track of all the "non-productive labor" items that must be included in getting ready for, running, and cleaning-up after the job? Few contractors realize the proportion that this non-productive labor bears to the cost of actually installing conduit work, wire, control apparatus, etc. This ratio, Mr. Lord points out, is on the average 20 per cent to 25 per cent, including the various indirectly-productive items listed above, all of which, of course, are necessary to the completed job.



# How to Use the Manufacturer's Dealer-Helps

What Dealer-Helps Are—Why They Are Needed in Your "Lighten Labor in the Home" Campaign, and Why They Never Should Be Wasted

By W. E. BAYARD

ONE of the first things the dealer bumps into when he decides to make a local "Lighten Labor in the Home" campaign, is the question of what manufacturer's dealer-help material he should ask for and how he should use it. And it's an important question, for it is going to make a lot of difference in his campaign.

No matter who the dealer is nor where he conducts his business, the situation will be more or less the same. Dealer-helps will be available in more or less variety and scope, for if he sells at all he will be selling the product of those manufacturers who advertise and push their goods and create a local market for him. Because so much of the manufacturer's own opportunity depends on retail dealer co-operation they are ready to assist him just as soon as he will help himself. Therefore, we can say that *any* dealer can secure appropriate aid if he deserves it—that is, if he will utilize it. These dealer helps cost money, and cannot be lavished on a dealer who will not support them with a little energy and money of his own.

What kind of dealer-helps are needed? Well, first the man with an electric store must certainly make the best possible use of his windows. What can the manufacturer supply to help him there?

## FOR WINDOW AND STORE DISPLAY

The manufacturer will furnish almost everything you need for a window display except the most important thing of all, which is your own combination of imagination, ingenuity and interest. The cartons help make up a window trim, and the appliances themselves and the folders and booklets that advertise them all will help. Also, usually there will be poster cards available and sometimes the big expensive lithographed window cut-outs, a gift to you of a dollar or more in real money, these are. So write the manufacturers who make the goods you sell and say,

"I mean to do my durndest in window advertising. What can you send me to help play up your line. What can I do?" And usually they can describe or send you photographs of window displays that other dealers have devised and you can copy. And they will tell you what material they have available and how to use it. It will help you mightily when you are fixing up your windows every week.

just because they are so freely given or so universally employed. Everybody uses these small folders not just because they are less expensive to produce, but because they are most practical to distribute and the most effective means of telling the story to the prospective purchaser.

In a "Lighten Labor in the Home" campaign, there are a half dozen or so appliances which group themselves



There is plenty of this good stuff to choose from. Make it help you in explaining and describing everything you sell. It helps you mightily.

And this material, of course, applies no less for use inside the store as well. These poster cards and folders can be worked into the display of goods in cases and on counters most effectively. So the thing to do is just to find out what display material is to be had and how the other men have used it, and then to use your own inventive genius in applying it to suit you best. You will find that there is plenty of good stuff to keep your windows busy.

## WHAT IS THE GOODWIN PLAN?

Then there are booklets, folders, blotters and small printed pieces that describe and picture the appliance or the line. Many manufacturers rely on these almost entirely in aiding the dealer to advertise his goods, but they must not be undervalued

in the center of the spotlight. They are the labor-saving devices which you will be offering—the vacuum cleaner, the washing machine, the range, the toaster, the iron, the bottle warmer and the rest. You will concentrate your interest, your enthusiasm, your effort on these labor savers and you will need some means of fully describing every one of them. When a customer comes and buys one thing you want to interest him in something else and send him away with a folder that will tell the story for you, and if possible, bring him back for it. If you write a letter to a customer you want to slip in something that will start him thinking of some other need. You will want a full set of these folders. You cannot sell goods without them. You cannot afford to overlook a chance

to get them read; and these are dealer helps that are available from every manufacturer.

#### TO UTILIZE THESE FOLDERS

Choose them carefully. Write for samples of available material. Compile a set that you feel confident will fill the bill. Secure enough to see you through and then set to work to utilize them. Bear in mind that it is not enough to stuff these folders in the envelopes that carry out your monthly bills. That's random circulation—hit or miss. Neither can you afford to depend on people picking them up in your store or anywhere else. That's worse than random circulation. You want those folders to be read. You know that they will interest people in the appliances described, and make them want to buy, and that your imprint on the folder will bring customers to you. Therefore, you must see that this good seed is sown abroad, and sent to people who *will* buy. In short, in any "Lighten Labor in the Home" campaign there ought to be a direct effort to distribute this material and there is no better way than to make up a list of homes and write to them one, two, three, four letters, each specifically devoted to one appliance, but mentioning another or two more, and sending little folders about all three.

#### SEND LETTERS WITH THEM

These letters are inexpensive and they do a lot of good. Write them yourself, not formal selling letters but informal friendly letters, just a letter that you'd write to a single man you knew, only send it to them all. If you don't want to try to write it, ask the manufacturer's advertising man to write it for you, or the Society for Electrical Development, if you're a member. Sign the letters and mail them, then follow them up as far as you can, in a few days by telephoning and personal calls. And don't send out too many. Make a small list but a good one. Let the folders do the describing and explaining, and make your letter talkative and sociable.

These folders and larger mailing folders—if the manufacturer offers them and your appropriation will cover postage for an extensive campaign—will form the backbone of your dealer-help advertising. Get them into every home you can. When you talk to anyone about an appli-

ance make him put a folder in his pocket, make her carry one off in her bag. It tells your story for you. Tell it as often as you can, but don't throw the little printed salesmen away. You haven't any right to waste these dealer-helps for which somebody has spent good money as a tonic for your sales.

#### OTHER DEALER HELPS

Besides this, of course, there are moving picture slides; sometimes they can be utilized effectively. It's up to you to decide that, knowing your own town. There are street car cards; sometimes it pays to buy the space, depending on its cost and

circulation, and sometimes they can be tacked up around town on the fences. There are handbills that small boys can circulate for you. All that depends on you and where you sell and what your manufacturers can provide. But those are incidentals. The two big opportunities to aid your selling by the use of dealer-helps lie in your window and store displays and the folders. These are the dealer-helps you need and they are always gladly and promptly furnished.

Simply write your manufacturers and say "I want to do my part—What can you do to help?" and you will see.

## Martial Atmosphere at Electrical Show

New York Electrical Exposition Features Economy of the Electrical Way in Domestic and Industrial Life



**E**NTERING the 1917 Electrical Exposition and Motor Show at the Grand Central Palace, New York City, the visitor is impressed with the martial atmosphere of the place. Exhibits of the Army and Navy, as well as the spirit pervading the manufacturers' and jobbers' booths, tell the story of our national transition from neutrality to active participation in the war which has taken place since the electrical show of last year.

The exhibits of household electric labor lighteners show how electricity may be made to effect every-day economy in the average home. Preserving of fruits and vegetables via the electric route and "exiting Bridget" with vacuum cleaner, washing machine and dishwasher are all seen in realistic demonstrations that attract groups of

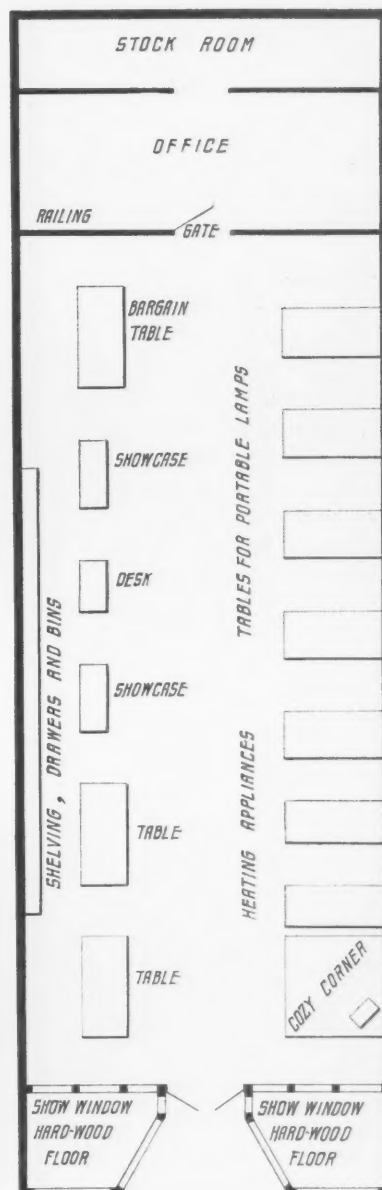
interested home managers, present and future.

Industrial lighting equipment has developed rapidly under war-time manufacturing conditions and the progress in the design of fixtures, fittings and light sources for this service is everywhere apparent. The need for protective illumination of exteriors has been a strong incentive to improvement in floodlamps, and these sleepless sentinels are shown in great variety.

However, with all the attention to the industrial and domestic devices for bringing the successful termination of the war nearer, the financial needs of the nation have not been overlooked. The cause of the second Liberty Loan is ably represented by the Jovian Order, whose representatives plan to sell \$1,000,000 worth of bonds.



## "For the Convenience of the Customer"



To serve the convenience of the buying public has been one of the guiding purposes of the Matthews Electric Supply Company, Birmingham, Ala., in the arrangement of its attractive new sales-room. The company has recognized that people would rather pick a new article up and "work" it than ask a clerk to take it from a showcase and demonstrate it. Hence the new Matthews store has

many open display tables—and very few showcases! Look at that tableful of sewing-machine motors, with the foot-pedal inviting a self-demonstration. Who could walk by the mute appeal of this downtrodden pedal-thing that waits unerring as the steel trap for the prospect's foot? Note the bargain table which serves as a back-store attraction and an outlet for shopworn appliances.

# Bookkeeping—and What It Should Show

The Simple Principles That Underlie the Use of the Day Book, Cash Book and Ledger—How an Electrical Contractor's Account with a Customer Is Properly Entered—The Double-Entry System and Its Advantages—Fourth in a Series of Articles on Business Methods

By EDWIN L. SEABROOK

Author of "How to Make the Business Pay"

ONE of the most essential features of every successful business is its bookkeeping system. To be able to give immediate and definite information about every transaction, the financial standing of the business, etc., it must be absolutely exact even to the minor details. It should show something more than how much is owing the business or is owed by it. That system of bookkeeping which does only this much falls far short of its real purpose. If this were the only object of bookkeeping, a few loose sheets, with the various accounts on them, would answer the purpose.

The real object of bookkeeping is to measure and show the operating results and current status of the business. Any system that does not show the gains or losses does not meet the requirements of modern business conduct. Briefly, bookkeeping consists in recording the history of each business transaction exactly, to show the date and terms of a transaction, *and the results of the transaction* as it relates to the business. It is possible to record the history, date and terms of the transaction, but at the same time not show the *results* of it. By results is meant that which is obtained or secured. If an electrical contractor has 2000 transactions in the course of the year, will his books show what has been obtained from these—the results—gain or loss?

It is at this point that many fail with their bookkeeping; it is not carried far enough. They keep accounts with firms or persons from whom they buy or to whom they sell, and perhaps a record of cash received and disbursed. But there is nothing in these to show in which direction the business is going—whether it is being conducted at a gain, is just breaking even, or is running at a loss.

It is not possible to cover in one short article the important subject of

bookkeeping in all its details. An outline of some of the most essential features is all that will be attempted at this time.

## WHAT THE BOOKS SHOULD SHOW

The books of the electrical contractor should show:

The amounts due from others.

The amounts owing by him and the nature of these.

Cash received, from whom, from what source and for what purpose.

Cash disbursed or paid out, to whom, and for what purpose.

The amount paid for material.

The amount paid for productive labor.

The amount paid for salary of the proprietor or what he draws from the business.

The amount paid out for rent, office help, telephone, insurance, printing, postage, taxes, car fares, freight, hauling, including upkeep of hauling equipment; interest and discount, whether given or taken; accounts that are uncollectible, shop supplies, including every item and the amount of same that is spent for the "cost of conducting business" or "overhead."

Depreciation of tools, etc.

The total amount of business (which will be orders received and merchandise sold, if any) during the year.

The inventory, which shows the amount of material and value of working equipment such as tools, etc., on hand.

Finally, these accounts should be condensed into one which will show the total transactions for the year—what it costs for the material, labor, etc., to produce the business. The difference between the total amount of business and what it cost to produce it will be the profit or the loss.

No doubt to many this may seem like a big bookkeeping program, some of it needless, involving a lot of books and requiring much time. Those holding this view are entirely wrong.

Only a few books are necessary. Every account mentioned is absolutely essential to an intelligent knowledge of the business. The time required is simply a matter of giving attention to the various details as they arise in the daily routine.

## THE NECESSARY BOOKS

The three essential books are, day book or journal, cash book and ledger. While the size of the business must determine in some degree the number of books used, these three are the principal ones and show the transactions and results. Some others are necessary, such as an order book, a time book for the mechanics, and some method of keeping the cost of contracts and other work. These are helps and not essentials, as they do not show the state of any account and the results.

## THE DAY BOOK

The "day book" is so called because the transactions are, or should be, entered the day they occur. The day book shows the *daily* business transactions. The entries in this book are of prime importance from a legal standpoint. As this is the first record of the transaction, it is termed the original or "historical" entry, and is so important that generally it alone can be put in evidence in a disputed account. Even then it must have been made at, or near, the time of the transaction. The record in the day book or journal is the most important of all entries made of the transaction. The entries in the other books merely classify the results growing out of the original entry. If this entry is wrong the results derived from it must also be wrong.

## ENTERING TRANSACTIONS

Owing to the importance of the original entries, several features should be strictly followed.



DAY BOOK				
January 1917				
12	George W. Stevens	Dr.		
	To Repairs 566 Benson St.			
	150' - 1/2" conduit @ 10¢	\$15.00		
	160' - #14, duplex R.C. @ 3¢	4.80		
	3 outlet boxes @ 20¢	.60		
	2 switch boxes @ 30¢	.60		
	2 D.P. flush switches @ \$1.00	2.00		
	Lock nuts, bushings, mdse.	2.00		
	Underwriters Inspection Fee	1.50		
	Carfares and Cartage	1.00		
	40 hrs. time mechanic @ 75¢	30.00		
	40 hrs. time helper @ 40¢	16.00	73	50

The "day book" is so called because the transactions are, or should be, entered the day they occur. Legally, entries in this book are of prime importance, and generally they alone can be put in evidence in a disputed account.

Use a uniform style in describing or making entries of the same kind of transactions.

Describe the transaction briefly but plainly enough to be easily understood.

The quantity and price of each item should be given in merchandise sales on account, repair work, etc.

Enter the transactions in the original book of entry the day they occur or as soon as the work for which the charge is made is completed.

To illustrate an entry in the three principal books a transaction in the ordinary course of business of the electrical contractor will be used. John Smith is called upon to make some repairs for George W. Stevens, 566 Benson Street, as follows:

150-ft. 1/2" conduit, @ 10c.; 160 ft. No. 14, duplex R.C., @ 3c.; 3-light outlet boxes, @ 20c.; 2 switch boxes, @ 30c.; 2 D.P. flush switches, @ \$1. Lock nuts, bushings and mdse., \$2. Underwriter's inspection fee, \$1.50. Carfares and cartage, \$1. Forty hours time, mechanic, @ 75c. 40 hours time, helper, @ 40c. Total, \$73.50.

When the work was completed the entry in the day book would be made as shown above.

A month later, Mr. Stevens pays the bill and the entry as illustrated opposite is made.

Between these two entries, of course, many others would have been made, and while it would be possible for Mr. Smith to keep only one book—his day

book—this, as may be guessed, would be inconvenient. Smith would have to go over numerous entries to determine the state of any particular account. A summary of any one account (debits and credits) is therefore desirable. This is done in the ledger.

#### CASH BOOK

Mr. Smith, the electrical contractor, wishes, however, to keep an accurate record of all the cash he receives and disburses. When the payment was received from Mr. Stevens the entry was made in the cash book as shown on page 204.

It is not necessary to make an entry of cash received in the day book if a cash book is employed. The cash book entry is sufficient, and posting is made from this book to the ledger account affected. The cash book then becomes a book of original entry.

February				
10				
	George W. Stevens.	Cr.		
	By Cash		\$73	50

When Mr. Stevens paid his bill on Feb. 10 the above entry was made

The above order is small and its record on the books of Mr. Smith quite simple, yet in it are involved practically all the important transactions of the entire business for the whole year. In the course of a year he may have 200 orders aggregating \$25,000, but these do not change, add to or take from, the various transactions or results involved in performing the order of Mr. Stevens.

An analysis of this order will show the four elements of a price—i.e., material, labor, expense, profit. The material costs something, productive labor was required, the salary of Mr. Smith, rent, bookkeeping, telephone, hauling, etc., and profit (if there was any) are all in that charge of \$73.50. But how much were these different items, how much was the profit? There is nothing in any entry that Mr. Smith has made so far that shows this. Suppose he has 200 orders during the year, charging the party for the work and crediting them with the payments. Will his bookkeeping show the results of these transactions?

The question is raised, not that it needs an answer, but because this is just as far as many electrical contractors go with their bookkeeping, simply keeping a record of who owes them and how much. Others go a step further and enter the amounts due others. Some keep a cash book. These are accounts with persons or personal accounts and show nothing except the standing of the account. Mr. Smith may buy a dozen articles from five different firms, employ labor, assemble and erect, and make a charge of \$500 for the transaction. There is not, however, the slightest thing in the record of the personal account to show how much it cost. Somewhere Mr. Smith may set down how much the material and labor cost but this does not show the correct

cost, nor the *result*; neither is it a part of the personal-account record. Something is lacking. Merely charging Mr. Stevens for the work and crediting the payment are not sufficient; some other accounts are necessary.

#### "REPRESENTATIVE ACCOUNTS"

Material represents something for which money was spent, the same as rent, salary, labor and other items. These are not accounts with persons, hence not "personal," but are "representative accounts" because they are accounts with things. An account may be opened for rent, productive labor, material, telephone, etc. These are charged with what is paid out for them and credited with what they produce. Some one may ask: "What do these accounts produce by which they can be credited? Not being personal, how can they pay anything back?" Without attempting a complete explanation in this article it can be stated in passing that they do produce something, although it is *representative*. Material and labor produce profit and loss and can be credited to this. Rent, etc., produce expense. In order to thoroughly understand representative accounts it is necessary to know something about the double-entry system of bookkeeping.

#### DOUBLE-ENTRY SYSTEM

The name double-entry seems to frighten many who have had little or no bookkeeping experience. They associate it with intricate, complicated forms and entries, and much clerical work. There is nothing complicated about double-entry bookkeeping. It is as simple as the alphabet when once the nature of debits and credits (buying and selling) is understood. If

CASH BOOK					
February, 1917					
			Dr.	Cr.	
11	George W. Stevens	10	\$73	50	

Note—The above cash book form uses one page only for both the debit and credit entries. If it is desired, however, the left-hand page can be used for the debit (Cash Received) side, and the right-hand for the credit (Disbursement) side. It should be borne in mind that *Cash* is an account, and like a personal account, can be debited for what it receives and credited for what it gives. Therefore, if cash is received the Cash Account must be debited and the person or thing (Representative Account) paying the cash credited.

the single-entry system were not put forward first in teaching bookkeeping, or abolished altogether, the double entry would be easily used by everyone conducting a business.

The term "double entry" comes from the fact that every account is entered twice—once as a debit and once as a credit. Practically every business transaction relates to two things—selling by one and buying by another. Where there is a sale there must be a buyer. If the Rural Electrical Company buys a motor for \$352 from the West Electric Company, one is a debtor and the other a creditor, both for equal amounts. Where there is a debit there must be a corresponding credit. Double entry makes use of both in every transaction to produce the *result*.

When the Rural Electric Company bought the motor, suppose it used several other articles of material purchased from different firms for \$50, labor amounting to \$25 was used to install it and it was finally charged to A. B. C. for \$570. There is still

something lacking to determine the results—profit or loss. Suppose some representative accounts are open. Let the first be called *material* and to this is charged \$402. Let the next be *labor*, which is charged with \$25, then *expense account*, into which finally go all items of "overhead." This account is found to be charged with various expense items of \$86. An *orders account* is opened which is credited with all the orders, contracts, sales, etc. In this instance it is credited with A. B. C., \$570. (Note that A. B. C. has been charged with this in the personal account and credited with it in the orders account, making a *double entry*.)

The last account to be opened is profit and loss. This account is charged with material, \$402; labor, \$25; expense, \$86; total \$513. It is credited with orders \$570. The balance, \$57, shows the *result* of the transaction, which is profit. If the debits and credits were reversed (the cost being \$570 and the selling price \$513) the loss would be \$57.

While a single transaction is used it illustrates the method of keeping representative accounts for the entire business. The procedure and entries would be no more difficult if there were 300 orders or sales instead of one.

#### THE JOURNAL

In double entry each transaction being debited and credited, these two entries must be properly made in some book before they can find their way into the ledger. This book is called the journal and can be used to take the place of the day book, so that it can be discarded and the journal become the book of original entry. All

LEDGER												12
Dr.						George W. Stevens						Cr.
1917						1917						
Jan	10	To Repairs	5	\$73	50	Feb	10	By Cash	11	\$73	50	
						</						

It is desirable to have a summary of each separate account, and the itemized record from the day book is entered, or "posted" in the ledger. Numbers in the column next to the amount column refer to the page of the original book of entry from which the item was posted.



JOURNAL		5	
January, 1917		Dr.	Cr.
10			
12	George W. Stevens	\$73	50
	To Orders		\$73 50
	For Repairs, 566 Benson St.		
	150'-1/2" conduit @ 10¢ \$15.00		
	160 #14 duplex R.C. @ 3¢ 4.80		
	3 outlet boxes @ 20¢ .60		
	2 switch boxes @ 30¢ .60		
	2 D.P. flush switches @ \$1.00 2.00		
	Lock nuts, bushings, mdu 2.00		
	Underscrews Insulation Fee 1.50		
	Carpenter and cartage 1.00		
	40 hrs time mechanic @ 75¢ 30.00		
	40 hrs time helper @ 40¢ 16.00		

In double entry bookkeeping each transaction must be debited and credited before being "posted" in the ledger. With this system the day book may be replaced by the journal, in which the original entries must be made as carefully as in the day book with the single entry system.

that has previously been said about the necessary care in making the historical or original entries in the day book should be observed in the use of the journal. The journal is ruled differently from the day book and the amount of each entry placed in both the debit and credit columns.

The sale to Mr. Stevens would be made as shown above.

As Mr. Stevens is debtor for \$73.50, something, or somebody, must be credited for an equal amount. Something has given value, so a representative account termed "orders" is opened. It should be borne in mind that the word "orders" in this connection is the name of an account. As all orders, sales, contracts, etc., would be credited to such an account, no other word should ever be used in the journal to designate that account. Mr. Stevens is debited and "orders" credited for the amount of the sale, both being entered in the ledger.

Cash receipts and disbursements need not be entered in the journal. As these are entered in the cash book they become original entries and can be posted to the ledger direct.

#### LEDGER

The day book itemized record is entered in the ledger in one sum. This is termed "posting" to the ledger.

The ledger is not a so-called "original" book of entry. As the items of

the transaction are given in some other book these do not usually appear in the ledger. The numbers in the column next to the amount column refer to the page in the original book of entry (day book—journal or cash book) from which the entry is posted. Reference to this page will give all the necessary items and explanations.

Any business beyond the vest pocket size deserves up-to-date bookkeeping. A little study and every-day practice will qualify the electrical contractor to keep an intelligent system.

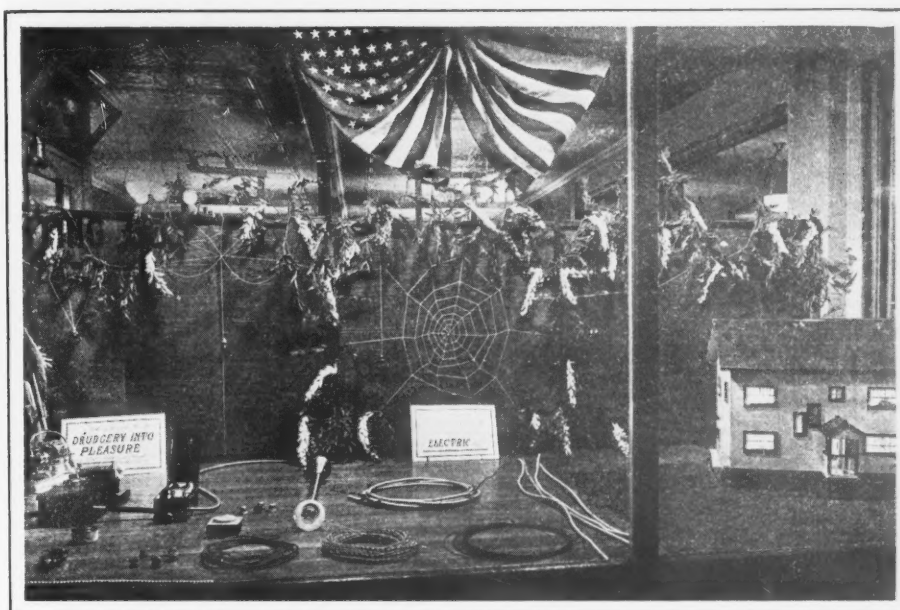
## How a "Decorating Club" Improves Window Trimming

Prominent authorities may dispute the truth of the old adage that "Competition is the life of trade," but the Westchester Lighting Company is ready to admit that friendly competition puts life in window displays.

The company serves a chain of suburban towns in Westchester County, New York State. In order to stimulate interest in the window display work in its several stores and showrooms a window decorating club has been formed, the object of which is to raise the standard of window trimming and to make the most of this form of advertising.

About twice a month, according to T. Le Viness, secretary of the club, the members meet and decide on a subject for the next feature window. For each period three cash prizes are offered in amounts of \$12, \$8 and \$5 respectively. Special prizes of \$5 each are awarded for windows which are arranged to fit local events, such as "Baby Week," town anniversary, etc.

Each competing member sends in a photograph of his window to headquarters where the picture is kept as a permanent record. The windows are also judged in person by an officer of the company in order that color effects which do not appear in photographs may be given due consideration. At each meeting of the club the photographs are shown so that all ideas are shared.



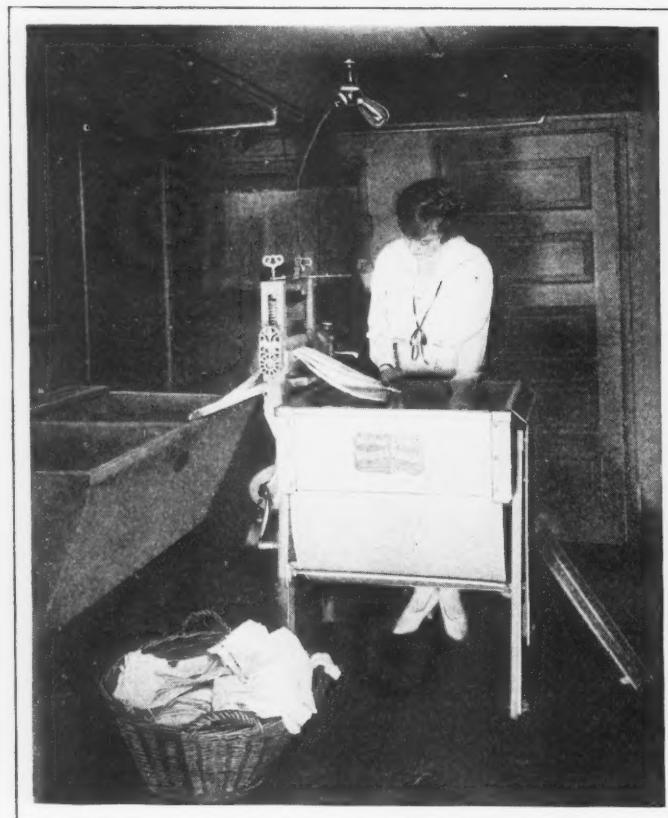
This display was installed by J. N. Vail in the White Plains (N. Y.) shop of the Westchester Lighting Company in connection with the company's Window Decorating Club contest



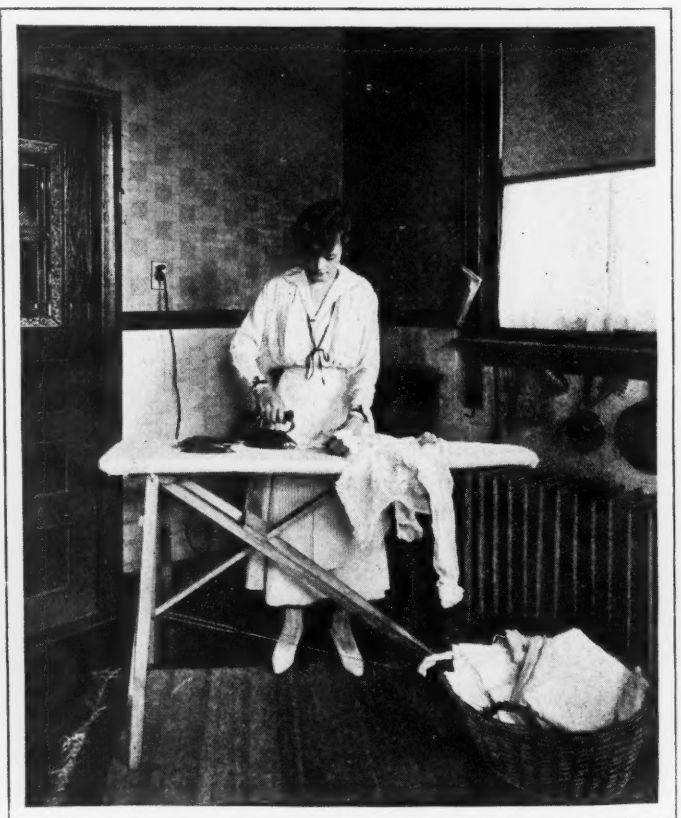
The dishes are brought in from the dining room and placed on the drainboard. From there they are placed in the dish washer, and after the dish washing is completed are placed directly in the cupboard. If very hot water is used, the dishes do not need drying.



It's no job at all to keep a house clean if you use an electric cleaner every day or every other day. And keeping the rugs clean means that hardwood floors don't have much of an opportunity to gather dust.



If you have a hose to carry the hot water to your washing machine and the machine itself connected to the drainpipe, washday is really wash-morning.



It takes about three and a half hours to do the ironing—when you use an electric iron and the right kind of an ironing board. Note that the work can be done in a cool room.

**"WE DECIDED THAT THERE ARE AT LEAST FOUR MAJOR HOUSEHOLD OPERATIONS THAT CAN BE DONE BETTER AND CHEAPER BY MECHANICAL MEANS THAN BY HUMAN LABOR—OUR OWN OR THAT OF HIRED HELP"**



# Exit Bridget!

A True Tale of How One Family Has Set Aside Housekeeping Traditions and Devised a New Domestic Schedule that Makes Housework a Thing of Joy and Satisfaction

By CLARA ZILLESSEN

Advertising Department The Philadelphia Electric Company

SOME time ago I scoured the city in which I lived for a maid-of-all-work to do the housework for our little family of three adults. The house is modern and rather small—six rooms, halls, bath, laundry and cellar—yet I could not procure a girl who would do the work, including the washing and ironing, for less than \$7 a week and board.

Those we interviewed expressed themselves as willing to wash dishes, clean and cook a bit if necessary, but they were all unalterably opposed to the idea of doing the washing and ironing. Because we didn't relish the idea of having the lady-of-the-house down in the laundry wrestling with the weekly wash while the hired girl, perhaps, would be jaunting through the park in the family flivver, we decided then and there to do without help—permanent and transient—and to keep the household wheels turning to rely on such labor-saving devices as we could afford.

We analyzed the proposition and decided that there were at least four major household operations which could be better and more economically accomplished by a mechanical agent

*This message of actual housekeeping experience should be carried into every household in your town. Your local newspaper editor wants "stories" of practical thrift, like this one, for his readers—every one of whom is your prospective customer. Read it yourself—then show it to the editor-man; he'll do the rest.*

than by human labor—our own or that of hired help. These we felt to be washing clothes, ironing, washing dishes and cleaning.

So we invested in the necessary electric washer and dish washer—the sweeper and iron we had already used for some years. And for the last year and a half we have not spent one single, solitary penny on extra help in the household—with the exception of the colored man who comes to take the ashes out of the furnace in the winter. Even if you consider this whole question of electric labor-saving devices in the home as nothing more or less than a matter of economy, you have your answer right there. If you charge depreciation and interest on the money invested in the

appliances, as well as their cost of operation against the amount we would have invested in extra service to get the work done, the account would still show a sizable balance in favor of the electric way.

## READJUSTING FAMILIAR HOUSEKEEPING WAYS

But the big advantages to us are that with our electric equipment the household runs smoothly and semi-automatically; we do not harbor a stranger permanently or periodically in our midst, and neither are we tied down to an inflexible system of wash-days, ironing days and cleaning days. Housekeepers of the good old-fashioned type may rise up in holy horror to hear that we do our washing and ironing on Tuesday instead of Monday, if Monday happens to be the day Schumann-Heink or McCormack are at the Academy of Music. And they will most certainly feel inclined to brand us as slovenly housekeepers if they know that we wash dishes only once a day!

New equipment breeds new methods. We were very much astonished to find that the old housekeeping



Sometimes on a Sunday evening we like "little pigs in blankets." These are prepared in the top pan of the grill; in the bottom pan we prepare creamed parsley potatoes at the same time. You will note the absence of overhanging cords in this picture. A three-way Benjamin plug under the table connected to the sidewall outlet in



the adjoining kitchen, which provides for the two candlesticks as well as the grill, is the answer.

We don't believe we could keep house without the electric percolator. Above, you see it in use at the breakfast table, along with the toaster-stove for griddle cakes.

ways were cumbersome and inconvenient in the electrically equipped home. So we had to formulate for ourselves what amounts to practically a new way of keeping house. Here is our general routine, in so far as it touches the four major household operations.

#### THE NEW "ELECTRIC" SCHEDULE

The clothes are put in soak Sunday night. This is a time-honored institution; you can't go wrong on that. Early Monday morning—6 o'clock in the summer and 7 in the winter—the lady of the house starts the washing machine. Between times she prepares breakfast. Many a time I have eaten my breakfast to the hum of the washing-machine motor downstairs in the laundry. Our washing consists of about three cylinder-fulls—sometimes four or five in the summer—and it is rinsed, blued, starched and out on the line by half-past 9 or half-past 10. If Monday happens to be a clear, sunny day, a goodly part of the ironing is finished by evening. If not, most of the ironing will probably hold over until Tuesday and be finished before luncheon.

In the winter, we iron in the kitch-

en—electrically, of course; in the summer, we iron in the big, airy bedroom on the second floor, because it is generally the breeziest spot in the house in the mornings. If this sounds like smashing all housekeeping precedents, remember I have already said that we found from the start that you couldn't advantageously combine old-fashioned methods and new equipment.

Here is another perfectly good, old-fashioned tradition which I must set aside. We have no regular cleaning day. Every day is cleaning day! The rugs are gone over every day or every other day with the electric cleaner, and the hardwood floors are wiped every day with an oiled mop. We do this on the principle that it is easy to keep a clean house clean; but that it is unnecessarily hard and discouraging work to clean a more or less dirty house thoroughly once or twice a week. A house that is gone over every day is also much less liable to collect dust.

But we have voted that the electric dish washer is the appliance that really takes the work out of housework. I read a Gold Dust Twins ad not long ago which stated that if the

dish-washing time in the average home could be lumped together, the housewife would find that she had been spending forty-five eight-hour days a year just washing dishes. That's a lot of time to put into non-creative work.

As I said before, our dishes are washed once a day—right after breakfast. The luncheon dishes are scraped as they come from the dining room, and immediately stacked in their proper place in the rack of the dish washer, and the cover placed on the machine. Likewise the dinner dishes. After breakfast the next morning, the breakfast dishes are put into the machine, hot water run in, soap powder added, and the job is completely finished in from twenty-three to thirty minutes, depending on the number of dishes. The flat silver is washed after every meal and our pots and pans—mostly of glass or aluminum—are washed whenever practicable during the cooking operations. Keeping the dishes in the machine does away with any objection as to the undesirability of keeping unwashed dishes around the kitchen.

#### MAKING HOUSEKEEPING A WORK OF JOY

You can easily gather from my story that we have taken a lot of unnecessary drudgery from housekeeping, and have added considerable enjoyment and satisfaction. For housework, when properly and efficiently accomplished, is a real joy. And it has not cost us a great deal, either. In fact, we feel that in a couple of years we will actually be saving money on the proposition. These are "paper profits," to be sure, and I doubt if they will ever appear in the family bank account. But if you figure that you pay \$25 or \$30 a month in cold cash to a maid, besides the money you spend for her food and lodging, you can easily see where even a goodly amount of electric equipment would show a saving in two years.

Friends and relatives who visit us can always be relied upon to ask, in awe-struck tones, how our electric bills run. Figuring on the basis of an 8-cent rate, our lowest bill has been \$2.08 and the highest \$5.12. This includes generous use of light; also the use of the percolator every day, the use of the four appliances as before described, frequent use of the sewing-machine motor, heating



A bachelor-girl friend of mine let me fix up her kitchenette for her. You will note that the table is set for breakfast, and that her cupboard is supplied with an electric chafing dish, electric tea-ball pot and in the corner is a toaster-stove.



pad and toaster; occasional use of the toaster-stove, grill and chafing dish.

\* \* \*

I have retailed this experience of ours at some length for two reasons; mainly to give the electric store man something concrete and practical to show his appliance prospects, and also because it is one of my pet theories that you cannot sell any commodity or write advertising regarding that commodity, unless you know it inside out, and are *for* it, heart and soul. And many people who advertise and who sell electric appliances may have no more home than a room in a boarding house and a place at its table, so to them is offered this experience of ours to live vicariously, as it were.

#### HOW THE ELECTRICAL MAN CAN USE THIS STORY

Electric stores can make various uses of this experience. It may be given to the newspapers—outside of the metropolitan districts it will be thankfully accepted. It can be adapted to newspaper ads, bill inclosures and leaflets. It can be reprinted or abstracted and given to your appliance salespeople.

Don't think that the editor is doing you a favor if he prints anything in his newspaper about electric appliances. Ten chances to one he has been wondering what on earth he could line up for his woman's page or his Sunday edition that would be *new*! And this electric-equipment-in-the-home proposition is a new one—to him and to the public anyway. Everybody is more or less familiar with the widely advertised, individual appliances; but this whole business of the science of domestic engineering and complete mechanical equipment for the home is still new and untried enough to make a big splash.

#### THE PRESENT IS THE DAY OF RAPID SALES

And if ever there was a time to sell electric household equipment, it is now! Everything costs more, to be sure, but people also have more money. For instance, in Philadelphia, during our June sale of electric washers, we sold more machines than during either of the two previous washer sales. So we are basing our appliance appeal on some new arguments, in addition to those we have all found to be tried and true. I list them, for you will find them of use—if, indeed,

you have not already used them in your appliance sales and advertising.

1. Domestic help is getting scarcer and more expensive every day—and lots of people are nearly ready to displace servants or occasional extra help with mechanical labor savers.

2. If women are going to do war work, they must have time—and lots of it—in which to do their bit. And they can't spare time from their households if they're going to do their housework in the same old way. Sell 'em electric home helpers.

3. Appeal to their patriotism to do away with frills and consequent extra service; show them that we must all live sensibly and sanely—without either foolish extravagance or hysterical economy. And the simplest and most sensible way of running a household is to put it on a practically automatic electric service basis.

4. The price of electric service has not gone up! It is one of the few

commodities which the housekeeper knows is stable in price and which does not fluctuate with each tremor of the market. A comparison of the almost uniformly even price of electric service and the constantly rising "h. c. of l." is always a strong argument.

There's this advantage to our proposition. The earnest, serious-minded women of the country are really trying to conserve money, energy and time—that is, they are for conserving these things in the broadest sense of the word. So you will find that they will spend money to save money—or to save time or energy. This rather paradoxical statement can be explained by saying that if they can be shown, for example, that an electric washer, sweeper, dish washer or other electric appliance will in the long run save money in fuel, in extra help, in their own energy, or give them time to "do their bit," they will gladly lay down the purchase price of such appliances.

## An Individually-Operated Washing Machine Demonstration

THE majority of grown-ups enjoy "seeing the wheels go 'round" and very few of us are averse to pushing the button that starts them going. The Tremaine Electric Company, of Brockton, Mass., took this little characteristic of human nature into consideration in designing a washing machine window display.

The demonstration machine was placed in the center of the window and wired so that pressure on a push but-

ton on the outside would cause it to operate. When the button was pressed a red lamp hung in the front of a large mirror lighted up, calling the observer's attention to the reflection showing in detail the reversing action of the cylinder.

An arrow on the street side of the glass invited the passing populace to try it for themselves, while on either side of the demonstrating machine were displays showing end and inside views of the lightener of home labor.



When Mr. Passer-By sees the sign and pushes the button, the machine runs and a red light over the mirror calls attention to the cylinder action. Then Mr. Passer-By remembers it, because he worked it himself.

# Something New in Housewiring Advertising

How the Use of Attractive Hand-Colored Posters Was Made Possible Through the Co-operation of Eighteen Lighting Companies Under Byllesby Management. Small-Card Reproductions. Results of Campaign of the Posters

By H. V. COFFY

**T**HE use of artist's hand-colored posters is not claimed to be an original method of advertising, but their adaptation for use in advertising housewiring and the method employed for making them sufficiently economical as to be justifiable, is believed to be original.

The idea was first suggested by I. M. Tuteur of the McJunkin Advertising Agency but was abandoned because of the high cost which would make such posters prohibitive except for comparatively large utilities.

Later a plan was devised which enabled the use of a series of six hand-colored posters at each of eighteen Byllesby electric lighting properties at a per-company cost of less than \$15 for the series.

## SIX ORIGINAL POSTERS

Six original posters, 22 in. x 28 in. in size, were designed by Roy Best, a Chicago artist, using copy and ideas suggested by the publicity department of Byllesby & Company. After the designs were accepted two sets were re-

produced in duplicate—making a total of eighteen posters.

Each poster is a harmonious combination of colors bound to attract the eye and favorable attention of every passer-by. Four of them are outdoor scenes which lend themselves more readily to artistic treatment and coloring. The other two are indoor scenes. Some of them contain as many as fifteen different colors.

The cost of the two sets of duplicates was much less than the original set, due to the fact that copies could be made by other artists in the studio, and perfect replicas were made through the use of tracing paper.

## EXHIBITED IN CENTRAL STATION'S OR CONTRACTOR'S WINDOWS

Eighteen properties were selected to try the plan. Mahogany-finish frames with patent backs were made to display the posters, and special crates for shipping were secured. The latter part of last February one poster was shipped to each of the eighteen properties with instructions to display it in either

their own or some prominently located electrical contractor's window and then to ship the poster, frame and all, in the original crate to the next property a few days in advance of March 15.

An itinerary for each poster was typewritten and pasted on the back of the frame in order to eliminate any possibility of error in carrying the scheme through on schedule time.

On March 15, therefore, each of the eighteen properties had a new poster for exhibition. On April 1 they had a third, and another twice each month thereafter, until June 1.

This fall the posters are being used at eighteen other properties in a similar manner, and when all of these have been served the three properties making the best showing in the spring campaign will each receive a set as a prize award.

The first exhibition of the posters was timed to start a month in advance of last spring's "Wire-Your-Home Time" campaign, and to close two weeks thereafter—the purpose being



The six original posters were designed by Roy Best, of Chicago. Each is a harmonious combination of colors, bound to attract the eye and the favorable attention of every passer-by. Four are outdoor

scenes, which lend themselves more readily to artistic treatment and coloring; and the others are indoor views of electrically equipped households.



to augment this national event with special advertising of our own and with attractive housewiring propositions.

#### CAMPAIGN EXTENDED BECAUSE OF RESULTS OBTAINED

The Ottumwa campaign was started about the middle of February and proved so successful that it was extended two weeks beyond the original date for closing and a total of 142 housewiring contracts were secured in six weeks' time, which is considered an exceptionally good showing for a town of Ottumwa's size (22,000 population). It is the most successful effort of the kind ever made in Ottumwa, where housewiring business has been solicited in periodical campaigns for a number of years. Only one salesman was employed.

At Louisville newspaper advertisements were run for a period of six weeks and from forty-five to sixty-nine housewiring contracts each week were secured by the Louisville Gas & Electric Company alone as a result. The contractors individually secured a large number of additional contracts. This is considered an excellent showing because of the fact that a persistent and aggressive housewiring campaign has been waged in Louisville for more than three years.

Housewiring campaigns at nine of the other properties were conducted with the results as shown in the table at the top of the next column.

Property	Contracts Secured
Fargo	47
Grand Forks	50
Stockton	51
Faribault	34
Minneapolis	704
San Diego	71
Fort Smith	131
Muskogee	50
Sapulpa	30

#### SMALL WINDOW-CARD REPRODUCTIONS

After the original posters were prepared it was found possible to secure printed reproductions, 11 in. x 14 in. in size, of the original posters, in four colors at a cost of about 10 cents each in quantities.

Each of the eighteen properties ordered from twelve to 200 reproductions of each of the posters for display in electrical dealers' and contractors' shops, drug stores and other places where electrical goods are sold.

At Louisville the use of these reproductions was more extensive than this. Copies were tacked up in factory washrooms and other places where people congregate.

By tying the exhibition of the original posters and the display of the reproductions together with the newspaper advertising, a cumulative effect was secured which was of great value to all electrical interests co-operating in the effort.

#### USED AS CALENDARS

At Minneapolis, T. H. Kettle of the sales department conceived the idea of pasting a small calendar pad on each of the reproductions before passing them out to the contractors and

others, with the result that the posters have been preserved far beyond their usual productive period.

The idea was received enthusiastically by all of the properties and by contractors and others interested.

"It was not an uncommon thing," says one of the commercial men, "to see a half dozen people crowding around the poster at the same time."

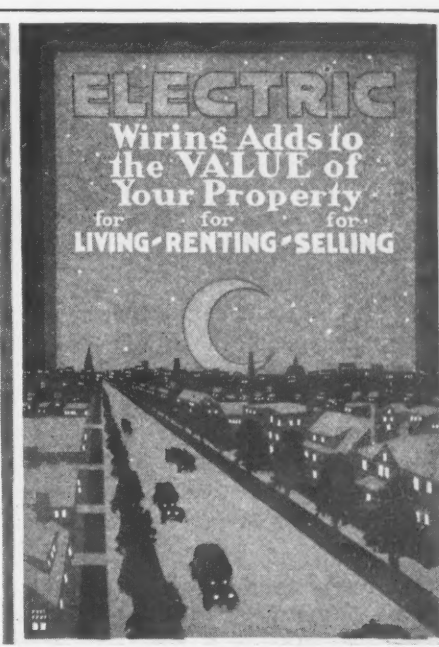
#### INDIRECT VALUE OF THIS ADVERTISING

This is the effect which it was desired to produce. It is not a scheme the value of which can be measured in dollars and cents—actual results cannot be traced—but as a new and effective means of securing attention it is certainly a winner.

Figuring the carrying charges for the posters from property to property, cost of the frames, cost of crates for shipping, cost of the reproductions, and all incidentals in connection with the feature, the total average cost per property co-operating was approximately \$40.

The wiring of a very small number of houses will pay the freight and declare substantial dividends on the investment every year.

In addition, employment of the idea identifies the central station in the minds of the people as a progressive, up-to-date concern worthy of patronage and support—an attitude which most public utilities are willing to pay for without thought of other return.



The small printed reproductions of the posters measured 11 x 14 in. each, in size, and printed in four colors cost about 10 cents each in quantities. Copies were distributed for display in dealers' electric

shops, contractors' windows, drug stores, and other places where they would attract the attention of the public. At Minneapolis small calendar pads were even pasted on these posters.

# Electrical Merchandising

The Monthly Magazine of the Electrical Trade

Volume 18—October, 1917—Number 4

PUBLISHED BY MCGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK

## Get Your Customer's Viewpoint

THE point of contact in successful selling comes not alone through knowing your business, but in knowing it in the customer's terms—in knowing his business so far as your products may be used to advantage by him.

## Every Man's a Prospect Until Proved Otherwise

AN electrical contractor called at the office of an insurance broker for a joint conference with an architect and the liability man. The architect was six minutes late and when he arrived the contractor was signing an application for accident insurance. The insurance man had made the most of his opportunity.

In thinking it over afterward the contractor decided to profit by the lesson. Now he considers every situation and every environment as a time and place for possible business getting, and he has learned to consider every man he meets as a "prospect" until he is proved otherwise.



## The Way to Lead

MOST men are sensitive about their ideals. They nurture them in secret. They keep them hidden. They hesitate to come out boldly in a crusade that is strong in uplift because—well—just because. You are a man. You know.

But here's a time, remember, when the cloak is laid aside. Throughout the world we see men drilling, fighting, giving up their lives for an ideal. The souls of all of us are stirred. There is no shame for our emotion. And you and I can put our hearts into this work of lightening labor in the home without a blush, because we know that every man and woman in the land is looking eagerly for opportunities to serve in some small way. And here it is.

Before your local effort can achieve results worth while you must adjust yourself to this new mental attitude. You are a knight just now. Shake out your banner! Lead the way! Put all your heart into this mission because it is the manly part.

## How the "Trial Installation" Helps

SELLING lighting is at times difficult, particularly to manufacturers whose lighting is not satisfactory. The difficulty arises in the attempt to convey an idea of what good lighting is, what it looks like, how it is installed, how it would fit his factory. If it is not possible to take a man of this kind on a tour and show him other well-lighted factories, the next best appeal is through good photographs of similar factories that are properly lighted. In many instances a demonstration installation made in part of the factory would be exceedingly helpful. This trial installation can well be confined to two kinds of lamps and reflectors, or two outlet arrangements. Decision is then a simple matter.



## Reading the Sales Barometer

YOUR local newspaper makes a regular business of printing a list of prospects for electrical appliances, and unless you make use of the sales possibilities thus presented you are discouraging Mr. Opportunity's not unsung Knock.

When Mrs. Jones appeals for "an intelligent young woman for general housework," it means that she is going to register interest and attention if your salesman can show her that electrical servants are more economical than the human variety. On the other hand, if Mrs. O'Flannery announces that she is prepared to "take in washing" her three lines are condensed to "electric-washing machine prospect" in the eyes of the wide-awake salesman. The want column is a barometer of buyers' needs and you can't afford to overlook it.

## Stopping the Clock to Save Time

ACCORDING to latest reports, the world continues to revolve at the rate of one complete turn per twenty-four hours. The man who tries to make a twenty-five-hour day by getting up an hour before daybreak, and he who endeavors to save time by stopping the clock, are both tinkering with the Lord's machinery. Joshua was the last man to successfully play the part of traffic cop in the pathway of progress.

This observation is suggested by the action of competitors of the electric range who are attempting, conversationally, to check the advance of electric cooking.

The electric range is an article of merchandise, not an article of faith. Mere talk will not affect the quality of the biscuits it cooks. Its efficiency, convenience and performance are not influenced by argument, ridicule or abuse.

The electric range is winning its way upon its merits. We cannot advance it an iota by overstating these merits nor can it be delayed by disparagement.



### *Saving the Customer's Time*

By MILTON MEES  
Frank Stewart Electric Company,  
Philadelphia, Pa.

WHEN A CUSTOMER comes into our store with his mind made up to buy something, we always plan to avoid any act on our part that will make him change his mind. For example, it sometimes happens that while a salesman is taking care of a customer's needs he may be called away on the telephone and detained for several moments. In such a case, rather than have a customer lose interest, the salesman always makes it a point to call another man to handle the sale. It means that the first salesman loses credit for the deal, but it builds up a spirit of teamwork among the men behind the counter, and the plan works both ways. The first salesman may later be called to handle a transaction for his neighbor. The customer in this way is not left alone for a moment but is made to feel that he is the guest of the firm and as such is a man to be taken care of with courtesy.

\$

### *Making House-Wiring Pay the Owner*

By R. S. COWAN  
Greenfield (Mass.) Electric Light & Power Company

To LOCAL tenement owners I have offered my services as their agent for the purpose of increasing their rent enough to cover interest on money spent in wiring their homes.

For instance, I have secured four five-room houses by persuading the people to agree to a dollar per month raise in their rent to cover the owner's outlay of \$60 for wiring and fixtures for each house.

\$

### *"Fourteen Slices of Toast for a Cent"*

By A. A. LAUGHTON  
Athol (Mass.) Gas & Electric Company

SINCE there exists in our community—just as in most others—a strong conviction that lamp socket appliances are quite expensive to operate, we have developed a price tag which permits setting down the actual operating cost of the appliance—not by the hour, but in terms of the cost of an ordinary operation for which the appliance is used.

The following legends appear on some of the tags which are now in actual use:

Coffee percolator, five cups for one cent.

Toaster, fourteen slices for one cent.



Shaving mug, three shaves for one cent.

Milk warmer, per use, \$0.002.

Washing machine, per use, two cents.

This method of showing operating costs has accomplished—and still is accomplishing—wonders for us, and has unquestionably overcome, to a large degree, the previous misconception of our customers concerning operating costs. All our salesmen are now provided with complete operating-cost data covering all the appliances which we handle. This means that all the salesmen now make the same statements concerning operating costs, whereas previously, when our salesmen "guessed" at these operating costs, it was almost a certainty that inconsistencies in statements were bound to occur.

\$

### *A Lamp Window That Doubled Sales the First Month.*

By C. W. OTIS  
Terre Haute, Ind.

ONE OF OUR successful methods of selling lamps has been to arrange them in rows on a board, with a transparent Mazda sign below. A card was placed under each lamp, giving size, price, and operating cost per hour. Nitrogen-filled lamps were arranged similarly below a corresponding sign.

The lamp and signboards were made up in a yellow-pine panel, the boards being finished in fumed oak. A home-made flasher, improvised from a fan motor, was arranged to light the Mazda sign and flash successive sizes of lamps at three or four-second intervals, and a similar scheme was used for the Nitro lamps.

The flashing of the lamps attracted attention, full explanation was given by the cards under the lamps, and invitation to make a visit inside or a telephone call was carried on a large placard in the window. The net result was a 100 per cent increase in lamp sales the first month the lamp display was used.

### *Selling a Cluster with Every Appliance*

By F. M. GILL  
Standard Radio Apparatus Company  
of California, Ocean Park, Cal.

WHENEVER I sell an electric iron I make it a point to inquire whether the iron is to be used at night. Almost invariably the answer is "yes" and then there is a market for a cluster plug so that a light and appliance may be used from the same socket. The same principle applies to toasters, percolators and other home appliances. Many customers do not realize the convenience of a cluster—making three outlets blossom where only one bloomed before, and in nine out of ten of such cases I have been able to close the sale for a two or three plug cluster with the appliance.

\$

### *Why Not Customers' Coin Banks to Save for Electrical Appliances?*

By WILLIAM HAMPTON, JR.

"SAVE YOUR DIMES and buy a kodak." With this slogan the Eastman Company has supplied to some of its dealers ingenious little coin banks for distribution to prospective camera buyers. The banks are tubular in shape and each will hold when filled a stack of sixty or eighty dimes. A row of small portholes enables the depositor to watch the growth of his savings as the dimes pile up, and opposite each porthole is the name of the Eastman camera which can be purchased for the number of dimes up to that point. The combination necessary to open the bank is known only to the dealer who issued it.

When the prospective buyer receives the bank in the first place, he gives the dealer his name and address, and 10 cents. For the latter an iron slug is deposited in the bank as a "starter," this slug being redeemable for one dime when the bank and its contents are later turned in in payment for a camera.

Placards forming part of special window displays explain the savings-bank plan to casual passers-by, and many who otherwise would have little intention of buying a camera, drop into the store and secure a bank. As a result the plan seems to be starting a good many dimes and dollars in the direction of the camera manufacturer.

Doesn't this scheme offer a suggestion to some electrical appliance manufacturer, dealer or central station to issue savings banks and encourage savings toward the purchase of toasters, percolators and vacuum cleaners, thus tapping a new buying public, as the kodak company's savings-bank plan seems to be doing?

# LIGHTING SALES METHODS



*Items of Experience  
and Good Advice in Lighting Practice*

## Compare Lighting Costs as a Payroll Percentage

In discussing industrial lighting costs the endeavor of the qualified salesman is to so split up these costs that they will show as a percentage of the payroll, or better, on the cost per man. The endeavor of the buyer is to deal with the *total costs*—in which condition they appear very much larger and are more difficult to handle on a comparative basis.

The buyer will always handle the discussion with an order taker. A salesman, however, is a salesman to the extent to which he can control and direct the discussion. The large number of poorly-lighted factories is due to this combination of buyer and order taker.

## Where Expert Help Is Needed

There are now more than one thousand different lamp, reflector and fixture combinations available for industrial lighting. They are not all good. They are not all bad. A combination that would be good for one situation is sometimes found to be thoroughly unsatisfactory in another.

Tell this to the plant manager who thinks that he knows how to lay out his lighting and select the materials he should use—but be sure first that you are reasonably well informed yourself.

## What a "Lumen" Is

Although the "lumen" was a stranger to most of us when we noticed it in the lamp data book recently, it has long been recognized by the laboratory people as the only measure of light on which fair and accurate comparisons of different lamps can be based. "Candle power" is not a fair measure, for by simply putting a projector behind a 16-cp. coiled-filament lamp it can easily be made to show 25,000 apparent candle power on test, whereas its total output in lumens would not be affected in the

slightest. Now, then, just what is a lumen? Listen.

A lawn-sprinkler (to use a homely but vivid comparison) sends out pints of water. And a lamp sends out lumens of light. You would readily understand a statement that one pint of water from a certain sprinkler fell on a certain square foot of lawn. Now, one lumen of light will fall on a certain square foot of window glass, for example, if light of 1 cp., from a source 1 ft. away, shines upon it.—*National Mazda Stimulator.*

## Teaching Food Economy by Electricity

One of the striking examples of the support the electrical industry is giving to the government in general and Food Administrator Herbert C. Hoover in particular is the big food economy sign which has been erected in Times Plaza, Brooklyn, by the Edison Electric Illuminating Company of that city. In letters 4 ft. high the sign warns 300,000 persons daily that food must not be wasted. At each end of the sign appears an American shield, approximately 6 ft. by 10 ft. in size with a red, white and blue border.



This electric sign backs the efforts of Herbert Hoover by keeping the necessity for food economy before the public

## A Contractor's Campaign to Electric-Light His Customers' Coal Bins

A Hartford, Conn., electrical contractor keeps his display windows free from the conventional fixtures and finds it profitable to substitute practical examples of beneficial uses of electricity.

One of this progressive gentleman's latest exhibits in line with a series of displays advertising his idea of "wire the odd places" is an electric lamp with a proper shade and a wire protection, contrasted with a lit candle stuck in a bottle. His sign calls attention to the advantage of an electric light over a candle for use in "the coal bin."

The instructively interesting advertisement points out that candles have been the causes of many fires and accidents. The electric light is safer and more convenient. The sound philosophy of his displays attracted many shoppers.

## Weeding Out the Carbon Lamps

"You wouldn't believe the number of big lighting customers I have found in our town who still stand for the carbon lamp," remarked a New York electrical contractor the other day, in discussing lighting sales opportunities.

"Here's an example that hardly seems possible, but I discovered it only last week. This manufacturer has a fine up-to-date shop in other respects, and when I noticed carbon lamps in his fixtures I protested in pretty sharp terms.

"But why should I change?" he wanted to know. "They work all right."

"I put an ammeter on one of those old resistance-bottles just to convince him, and she registered 3.5 amp. Then I showed him how even a modern carbon lamp of the same candlepower only draws half an ampere, and landed an order for tungstens from him.

"I had thought everyone knew about relative lamp economy and how the new types save their cost in a little while. But I'm learning to take nothing for granted, and to assume that my customers are innocent of any electrical knowledge. Explanations sell goods!"



## Glare Is a Menace No Less than Poor Light

The mere substitution of a lamp of higher efficiency for one of lower efficiency may produce more light yet not result in better lighting. Often, in fact, worse-seeing conditions are produced. And, after all, what is lighting for but to help vision or render it possible? Efficiency of light production may have very little to do with the eye satisfaction of the final installation.

It is generally recognized that a large percentage of preventable accidents occur during the lessened-day-light hours, from October to March. It has not been generally appreciated, however, that these accidents are not due solely to the absence of sufficient light. In a recent case investigated, considerable money had been spent in an endeavor to put the lighting equipment in good shape, but the accidents had not been lessened. Men were being injured at presses, and in some instances they were actually running drills through their fingers. An investigation by a man who knew what to look for uncovered the cause. The entire factory had been fitted up with bare 100-watt gas-filled lamps. As may be guessed, there was any amount of light. The illumination intensities were high. But the glare conditions were such as to almost

blind the eyes of the workers. And the net result was that accidents under the new lighting conditions with high intensities were as frequent as with the old inadequate system, where much of the shop was in comparative darkness.

## How to Keep Sales Data on Satisfactory, Completed Lighting Jobs

The most convincing evidence a lighting salesman can carry is a group of night pictures of satisfactory, complete installations. When such a picture is shown to a prospect the latter naturally wants to know something about where the picture was taken and what the installation consists of. Some companies keep these data on separate sheets either in looseleaf form or pasted to the back of the photograph. A better and more economical way to handle these data is to place them on the back of the photograph itself, since the prospect's natural inclination is to turn the picture over if he is interested. This plan also saves paper and does not so quickly fill up office files. Both sides of a photograph taken from the files of the Commonwealth Edison Company, Chicago, are reproduced herewith to show how that company keeps data on industrial lighting jobs it serves.

## Developing Floodlight Sales with Letters and Pictures

The sale of floodlighting equipment for night advertising presents a favorable opportunity for more business in every town where there are enterprises large enough to own or rent buildings. In securing prospects for floodlamp installations in Joplin, Mo., George Rauch of the Ozark Power & Water Company made his initial survey of the city at night, picking out the dark spots and getting the names of the owners.

His next move was to send each man on the list a copy of the following letter:

We wish to call your attention to the illuminated tank on top of the Inter-State Grocery Company of this city. This system used on the front of your painted bulletin would bring you good results. You will be surprised at the low installation and maintenance costs of this system of lighting.

Yours for a "Bright Spot,"

THE OZARK POWER & WATER CO.,  
GEORGE W. RAUCH.

The individual problems of each prospect were studied and with each letter pictures of actual floodlight installations that could be applied to the prospect's conditions were inclosed. As a result of this work, ten floodlighting outfits were sold the first week, and a list of possible buyers secured from which orders are constantly being received.



Electric lighting of a garment factory. Reproduction of a photograph carried by lighting salesman for demonstration to prospective customers. At the right appears the form of data record which is filled in on the back of the picture together with a plan sketch of

Ozark Garment Company	
Type of Business -	Mfg. Children's Clothes
Chicago, Illinois	
Opening and closing hours -	7:00 A.M. to 6:00 P.M.
Voltage Range -	115 volts - 80 cycle - A.C.
Description	
Width	48'
Length	74'
Color of walls and ceiling -	light
Ceiling height -	12'
Installation	
17 -	200 w. Mazda "C" - frosted and clear above floor
Hanging Height -	7' over machines, balance 9'
Watts per sq. foot -	1
Deep bowl steel enameled reflectors	
Equivalent burning hours -	75 per month
Connected load -	3.4 K.W.

Scale  $\frac{1}{16}'' = 1'$  Ceiling 12'

◆ 200 Watt "C" Lamps - 9' from Floor

◆ 200 Watt "C" Lamps - 7' from Floor

■ Posts

Deep-bowl Reflectors

the premises. The photograph thus becomes a complete record of the installation, detailing all lighting equipment and also showing the results actually obtained, and at the same time it is an invaluable aid to the salesman.

## The "Cheap" Appeal in Lighting Fixtures

Why are lighting fixture sales so frequently considered from the price appeal basis? Bargain price is not the only thing considered in the furnishings of a home, but it seems to be more usual in the sale of lighting fixtures than with any other item of the household.

In a large Eastern city there are practically but two lighting fixture houses advertising somewhat regularly in the newspapers. Both are manufacturers with retail showrooms but in practically every piece of copy a feature line is used to the effect: "Come to us and save 33 1/3 per cent retail dealer profit." That this statement is not likely true, that these retail departments really carry all the overhead of a regular lighting fixture dealer and that these concerns may some day in the near future be prosecuted for fraudulent advertising under laws now on the statute books and recently used successfully in Washington, D. C., is beside the question.

It is true that there was a time when all lighting equipment, particularly electric, was in the luxury classification. This is no longer the case, however. The cost to-day is moderate. And why this "it must be cheap" attitude sticks in the lighting fixture trade seems to be lost in the dark history of the past. But too common experience would seem to fasten this difficulty on the trade nevertheless. Invariably if you can get close enough to a consumer who seems to insist upon breaking a price you will find that he has had some former experiences which has led him to believe that in lighting fixtures there is hardly such a thing as quality and that insofar as price is concerned you can always get something off if you go about it right.

In talking to an acquaintance the other day this question of cheap equipment came up and he cited the following experience. It seems that during a visit to a distant city where he had formerly lived he found that a very good friend of his, a lawyer, was building a new home and, naturally, the discussion of the lighting equipment came up. The lawyer-friend said: "I am sorry, Fred, that I cannot buy my lighting fixtures from you, but for political and business reasons I must patronize home industry."

## Record of Lighting Fixture Patents

### Design Patents

The following are ALL the design patents pertaining to lighting materials, issued by the U. S. Patent Office between August 27 and September 27, 1917, inclusive:

- 51,197. Portable Lamp.** Simon Braumstein, New York, N. Y. Filed June 14, 1917. Issued Aug. 28, 1917. Term, three and one-half years.
- 51,221. Lighting Post.** Fayette Draper Bulla, South Bend, Ind., assignor to George Cutler Company, South Bend, Ind. Filed May 19, 1917. Issued Sept. 4, 1917. Term, seven years.
- 51,227. Lighting Fixture.** John Doyle, New York, N. Y. Filed Sept. 18, 1916. Issued Sept. 4, 1917. Term, seven years.
- 51,241. Switch Slide for Portable Electric Lights.** Harry Rothberg, Ridgewood, N. Y. Filed June 3, 1916. Issued Sept. 4, 1917. Term, seven years.
- 51,244. Lamp.** Charles E. Smith, Leamington, Ontario, Canada. Filed June 1, 1917. Issued Sept. 4, 1917. Term, seven years.
- 51,251. Electric Light Fixture.** Simon Braumstein, New York, N. Y. Filed July 26, 1917. Issued Sept. 11, 1917. Term, three and one-half years.
- 51,252. Electric Light Fixture.** Simon Braumstein, New York, N. Y. Filed July 28, 1917. Issued Sept. 11, 1917. Term, three and one-half years.
- 51,255. Lamp.** George W. Cassidy, New York, N. Y. Filed July 28, 1917. Issued Sept. 11, 1917. Term, seven years.
- 51,256, 51,257. Arm for Lighting Fixtures.** Frank S. Crowell, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed July 20, 1917. Issued Sept. 11, 1917. Term, three and one-half years.
- 51,258. Bracket Back for Lighting Fixtures.** Frank S. Crowell, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed July 20, 1917. Issued Sept. 11, 1917. Term, three and one-half years.
- 51,269. Portable Lamp.** James T. Robb, Bay Shore, and Lorin W. Young, New York, N. Y., assignors to the Lighting Corporation, New York, N. Y. Filed July 26, 1917. Issued Sept. 11, 1917. Term, three and one-half years.
- 51,272. Hanger for Light Transmitting Bowls.** Edwin L. White, Brooklyn, N. Y.

Filed July 26, 1917. Issued Sept. 11, 1917. Term, three and one-half years.

**51,274. Headlight Lens.** Carl Woodbury, Los Angeles, Cal. Filed Aug. 2, 1917. Issued Sept. 11, 1917. Term, fourteen years.

**51,279. Lamp Lens.** Henry C. Forster, Omaha, Neb. Filed July 2, 1917. Issued Sept. 18, 1917. Term, three and one-half years.

**51,283, 51,284. Standard for a Lamp or Similar Article.** Emanuel Kopriwa, Chicago, Ill., assignor to E. Kopriwa Company, Chicago, Ill. Filed April 30, 1917. Issued Sept. 18, 1917. Term, three and one-half years.

**51,292, 51,293. Arm for Lighting Fixtures.** Charles Werener, Cleveland, Ohio. Filed Jan. 12, 1917. Issued Sept. 18, 1917. Term, three and one-half years.

**51,294. Lighting Fixture.** Harry C. Adam, St. Louis, Mo. Filed July 19, 1917. Issued Sept. 25, 1917. Term, fourteen years.

### Structural Patents

**1,238,250. Electrical Appliance.** Carl H. Bissell, Syracuse, N. Y., and Daniel C. Gidley, Boston, Mass., assignors to Crouse Hinds Company, Syracuse, N. Y. Filed Oct. 28, 1911. Issued Aug. 28, 1917.

**1,238,287. Electrical Plug Connector.** William S. Hadaway, Jr., New Rochelle, and Edwin N. Lightfoot and Josef Amon, New York, N. Y., assignors to the Cutler-Hammer Manufacturing Company, Milwaukee, Wis. Filed Feb. 24, 1913. Issued Aug. 28, 1917.

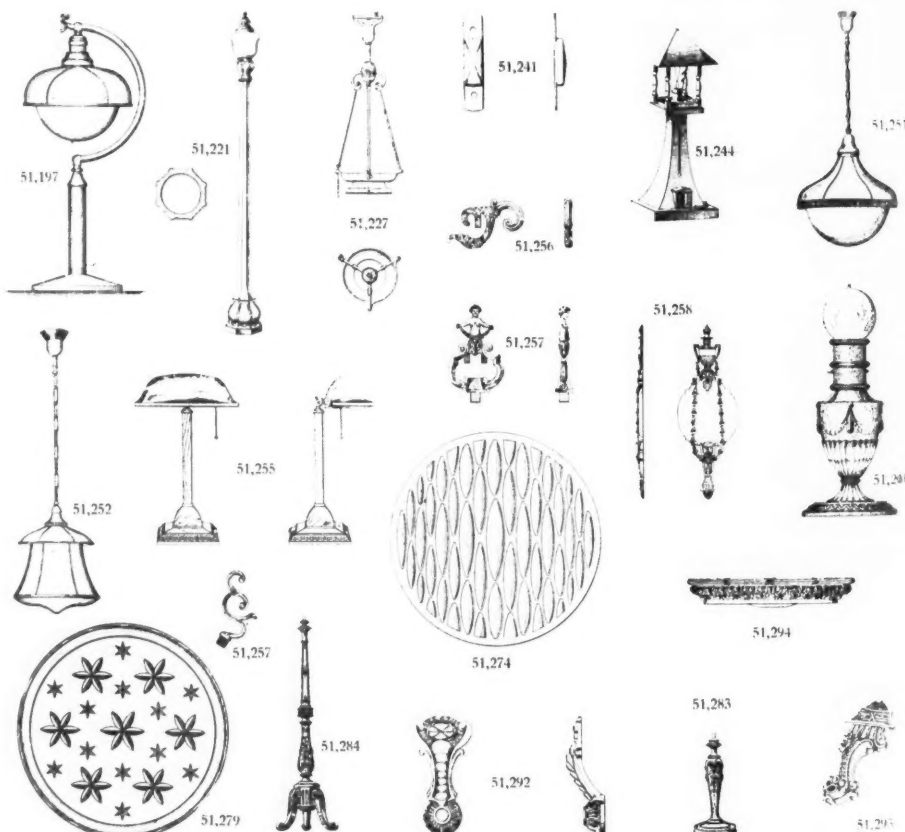
**1,238,401. Pull Attachment for Key Sockets.** Philip Golatzky, Newark, N. J., assignor to Harry Krich, Newark, N. J. Filed July 27, 1916. Issued Aug. 28, 1917.

**1,238,448. Device for Avoiding the Twisting of Electric Wires.** Juan Diego Shaw, Buenos Aires, Argentina. Filed Oct. 7, 1916. Issued Aug. 28, 1917.

**1,238,459. Attachment Plug.** William C. Tregoning, Cleveland, Ohio, assignor to Benjamin Electric Manufacturing Company, Chicago, Ill. Filed Oct. 2, 1914. Issued Aug. 28, 1917.

**1,238,460. Attachment Plug for Electric Wires.** William C. Tregoning, Cleveland, Ohio, assignor to Benjamin Electric Manufacturing Company, Chicago, Ill. Filed Oct. 10, 1914. Issued Aug. 28, 1917.

**1,238,477. Switch Containing Electric Lamp Socket.** Ernest G. K. Anderson, Chicago, Ill., assignor to Benjamin Electric Manu-



Copies of illustrations and specifications of any of these patents may be obtained from Commissioner of Patents, Washington, D. C., for 5 cents each



facturing Company. Filed Oct. 17, 1912. Issued Aug. 28, 1917.

**1,238,482. Thief-Proof Lamp Holding Device.** Reuben B. Benjamin, Chicago, Ill., assignor to Benjamin Electric Manufacturing Company, Chicago, Ill. Filed Aug. 22, 1912. Issued Aug. 28, 1917.

**1,238,485. Shade Holding Device.** Reuben B. Benjamin, Chicago, Ill., assignor to Benjamin Electric Manufacturing Company, Chicago, Ill. Filed Nov. 19, 1915. Issued Aug. 28, 1917.

**1,238,549. Electric Light Fixture.** Gustavus Marx, Pawnee, Okla. Filed Dec. 12, 1914. Issued Aug. 28, 1917.

**1,238,582. Lamp Guard Clamp.** John F. Shields, Garfield, Utah. Filed Dec. 12, 1916. Issued Aug. 28, 1917.

**1,238,649. Electric Lamp Shade Holder.** George M. Condit, Waterbury, Conn., assignor to American Ring Company, Waterbury, Conn. Filed Feb. 8, 1916. Issued Aug. 28, 1917.

**1,238,849. Lamp Socket.** George W. Wacker, Rutherford, N. J., assignor to National Carbon Company, New York, N. Y. Filed April 22, 1916. Issued Sept. 4, 1917.

**1,238,868. Electric Lighting Apparatus.** Charles Wirt, Philadelphia, Pa., assignor to Wirt Company, Philadelphia, Pa. Filed Jan. 5, 1915. Issued Sept. 4, 1917.

**1,239,005. Incandescent Lamp Attaching Member.** Arthur L. Harris and Eugene F. Casanova, San Francisco, Cal. Filed May 10, 1916. Issued Sept. 4, 1917.

**1,239,038. Semi-indirect Lighting Device.** Alfred S. Powell, New York, N. Y. Filed Dec. 4, 1916. Issued Sept. 4, 1917.

**1,239,182. Mounting Shell for Incandescent Electric Lamps.** Edwin W. Henger, Watertown, Conn., assignor to Watertown (Conn.) Manufacturing Company. Filed March 29, 1917. Issued Sept. 4, 1917.

**1,239,275. Control Switch for Electric Lamps.** Elliot Keen, Brooklyn, N. Y., assignor to William P. Dunham, New York, N. Y. Filed Aug. 4, 1915. Issued Sept. 4, 1917.

**1,239,317. Lamp Socket.** George B. Thomas, Bridgeport, Conn., assignor to the Bryant Electric Company, Bridgeport, Conn. Filed April 6, 1916. Issued Sept. 4, 1917.

**1,239,493. Desk or Table Lamp.** George Lampert, New York, N. Y. Filed Feb. 7, 1917. Issued Sept. 11, 1917.

**1,239,556. Lighting Fixture.** George M. Beardslee, Chicago, Ill., assignor to Beardslee Chandelier Manufacturing Company. Filed March 20, 1916. Issued Sept. 11, 1917.

**1,239,657. Lighting Bowl Hanger.** Horace R. Yardley, Chicago, Ill., assignor to R. Williamson & Company, Chicago, Ill. Filed Aug. 12, 1915. Issued Sept. 11, 1917.

**1,240,452. Floodlight Projector.** Paul M. Hotchkiss, Chicago, Ill. Filed June 12, 1916. Issued Sept. 18, 1917.

**1,240,459. Electric Switch.** Charles J. Klein, Milwaukee, Wis., assignor to the Cutler-Hammer Manufacturing Company, Milwaukee, Wis. Filed June 12, 1911. Issued Sept. 18, 1917.

**1,240,505. Lighting Fixture.** Esmond M. Smith, New York, N. Y., assignor of one-half to Leonold Plant and one-half to Herman Plant, New York, N. Y. Filed Jan. 18, 1917. Issued Sept. 18, 1917.

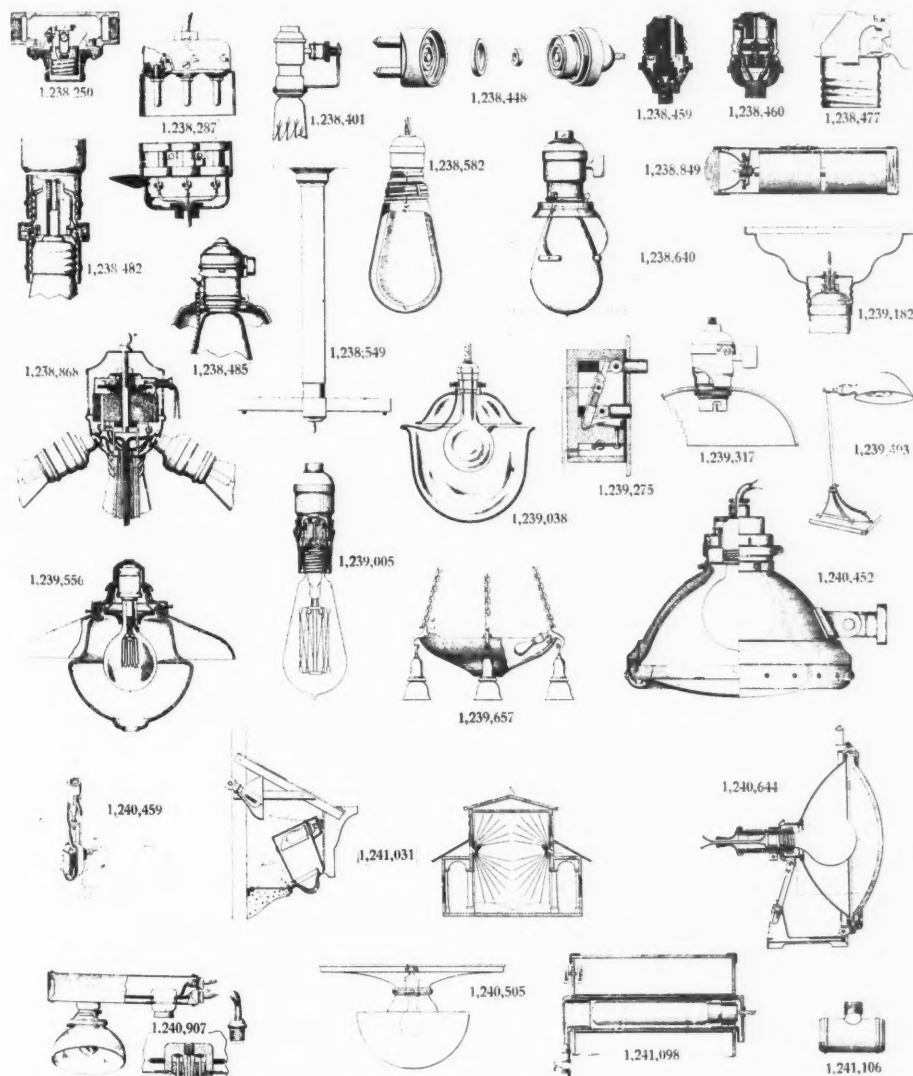
**1,240,644. Lighting Unit.** Percy S. Bailey, West Lynn, Mass., assignor to General Electric Company. Filed April 5, 1916. Issued Sept. 18, 1917.

**1,240,907. Electric Wiring System.** Frederick A. Watkins, Chicago, Ill. Filed Nov. 5, 1915. Issued Sept. 25, 1917.

**1,241,031. Illuminating Means.** Henry J. Schucks, Chicago, Ill. Filed Feb. 14, 1916. Issued Sept. 25, 1917.

**1,241,098. Showcase Light.** John F. Doyle, Jr., Garden City, and Manuel D. Avillar, New York, N. Y. Filed Jan. 13, 1917. Issued Sept. 25, 1917.

**1,241,106. Electric Sign Receptacle.** Ronald M. Frydrychowicz, Stevens Point, Wis. Filed Jan. 12, 1917. Issued Sept. 25, 1917.



Copies of illustrations and specifications of any of these patents may be obtained from Commissioner of Patents, Washington, D. C., for 5 cents each

Several months later he again visited the lawyer, this time in the new home, and found the lighting all that he would desire. Knowing the dealers in the home town he inquired who had furnished the equipment, and was told that the lawyer had in the end been obliged to go to a neighboring city. He said that "junk" was too good a word to describe the fixtures offered for his selection. The lawyer then described some of the equipment that had been offered him at home, quoting the prices and naming the home town firms he had tried to do business with.

Next day, while down town, the visitor called on one of these firms and asked why they had not sold Williams his new equipment. "Why he was too cheap, that skate—we couldn't suit him at all," was the reply. So he told the dealer who it was who had furnished the complete equipment for the new home, that Williams had been forced to go out of town and had there bought fixtures from the "G. B." trade-marked line which both knew to be a quality product properly priced, that is, the prices were graduated strictly in accord with quality.

"What had you shown Williams?" the visitor asked. And the fixture that this local dealer had wanted Williams to use in his living room together with \$1,000 worth of furniture and a \$150 rug was a blown dish, costing the dealer 75 cents in dozen lots, fitted with a light-stamped canopy and a brass-plated steel chain! It was an equipment undoubtedly selected to meet the lowest possible price.

Another experience in a commercial district had a somewhat similar ending. A lighting unit salesman called on a prospect and was informed that they had practically decided upon some particularly beautiful fixtures that had been recommended by a friend with the Blank Bronze Company. It seemed that, through a change in the plans of an important building for which these fixtures were specially designed, true to period, three units were left over. Others of their kind had sold for \$150 each, but the friend was offered these for \$90 each. It was a bargain, undoubtedly.

The Federal Sign System, Lake and Desplaines Streets, Chicago, Ill., has just issued a neat and interesting little circular on the Federal electric washing machine, which shows how \$238.30 may be saved in the household by "Federalizing" it.

## SALES HELPS FOR THE DEALER



*What the Manufacturer Offers  
to Help You Get More Trade*



### "A 100-Broom Power" Vacuum Cleaner Folder

One of the mailing folders which is supplied by the Western Electric Company, 195 Broadway, New York City, to help pave the way for dealer sales of vacuum cleaners has a cover design showing a multiplicity of brooms protruding from an electric light socket. The inside of the folder explains the use of electricity in house cleaning and a few attractive pictures show just how the vacuum cleaner is operated. Attached to the sheet is a tear-off post



The cover design of this vacuum cleaner folder tells its own story

card for the convenience of the interested prospect, on which she may write in to the dealer for full information.

### Society for Electrical Development Joins in "Useful Christmas Gift" Movements

An electrical appliance is one of the most practical gifts that can be made this Christmas. This is a year of stern reality—useful gifts will be in vogue.

With a view to concerted action in selling gifts electric, the Society for Electrical Development will this fall inaugurate a "Useful Christmas Gift" campaign. This campaign will take the place of "America's Electrical Week," which will not be held this year owing to war conditions.

Following the broadside announcement already made, an illustrated "how to" booklet will be mailed giving concrete suggestions for selling appliances and how the reader can tie into the great national drive. Mem-

bers and non-members of the society will be offered attractively designed window lithographs, window cards, window transparencies, poster stamps, etc., without cost. The official design is now being prepared by one of America's great poster artists. It will embody the Christmas spirit—a picture story of the slogan, "Give Something Electrical This Christmas."

Soon after this "how to" booklet is mailed the society will send a portfolio of advertising suggestions for newspaper ads, mailing cards, folders, etc., which can be used by all local electrical interests in backing up their display material.

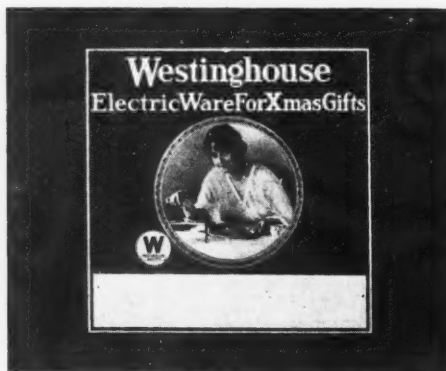
### Furnishing Selling Hints to Dealers

In the "Merchandising Calendar," issued by the Westinghouse Electric & Manufacturing Company to its distributors, the following hints on enlarging the sale of labor-lightening appliances are given:

Secure the services of young men and women attending high school or college for house-to-house canvassing on a commission basis.

Prepare a list of good prospects and call a number of them on the phone on Monday, Tuesday and Wednesday mornings of each week. Tell them how quickly they can do their ironing with an electric iron and offer to deliver one immediately.

Suggest the use of an electric iron



Everybody goes to the movies. Here is a slide which, when supplied with the dealer's name, ties his store up with the manufacturer's national advertising campaign

to every individual who comes into your store.

Work up mailing lists from your office records, ledgers and telephone directory and send our circular letters to all of the homes represented.

On the second page of this booklet a few sample letters are reproduced showing the dealer how to interest Mrs. Housewife in electric ironing by mail. A photograph of a good window display to go with the campaign is also shown.

### A Ready-to-Set-Up Art Window Display

A window display made up in a three-panel screen from California redwood and carrying sixteen lithograph



Floor mats are furnished with each of these displays for use in connection with the actual appliances

posters is being supplied by the Hotpoint Electric Heating Company, of Ontario, Cal., to its dealers. The center section is a display panel and carries a 14-in. by 21-in. card featuring catchy sales talks on the appliances illustrated on either side. Eight of these cards are furnished with each display. The name of the dealer is printed just below the selling talk, and in the lower right-hand corner of the card appears an artistic sketch of one of the California missions.

### Drawing Restaurant Trade with an Electric Range

The Bonnie Brier Café in Long Beach, Cal., has increased its business and modernized its methods by the installation of an electric range in its window. Over the range is a sign which reads: "Eat electrically-cooked food and be happy." Short orders are cooked electrically, and the proprietors claim that once a new patron has experienced the delicate delight of electrically-broiled steaks and chops he becomes a regular customer.



# IDEAS FOR THE MAN WHO SELLS



*Plans, Schemes and Methods to  
Increase Sale of Electrical Goods*



## Advertising in the Movie Program

BY ERNEST A. DENCH

The electrical contractor or dealer should include the motion-picture theater program in his list of advertising mediums.

The newspaper, as a rule, covers a town like a blanket, but the neighborhood photoplay theater draws the majority of its patrons from the surrounding blocks.

An electrical dealer located in a residential section who desires to obtain 100 per cent value from his publicity expenditure, can well employ the program or house organ gotten out by the local exhibitor. On the other hand, the electrical dealer or contractor covering the town as a whole will find the business-district picture theater his best medium.

Besides a liberal supply of programs at the theater, the show management usually mails a certain number to a select mailing list. To be included on the latter, the patron has to make a personal request at the box office. The publication is generally mailed to reach patrons on Monday of each week and contains the program for the current seven days. The more discriminating patron studies it carefully in order to discover if there are any photoplays that appeal to him, and if the program is at all interesting it will be carefully read from cover to cover, advertisements included. It will then probably be passed on to other members of the family.

There are two types of motion picture exhibitors—those who believe in obtaining as much advertising as they possibly can from local tradesmen, and those who will under no circumstances carry beyond a certain amount of paid copy. The first will probably accept \$1 an inch for his space and fill up almost the entire publication with advertisers' announcements. This kind of house organ is inefficient. On the other hand, the exhibitor who takes an honest pride in the make-up of his

house organ will ask \$2 an inch, and he is justified in making the charge since it allows him to hold the attention of readers with interesting material. He will plan his pages so that reading matter is flanked by advertisements, over which he acts as his own censor, for there must be nothing out of harmony with his well-defined policy.

The return on investment of space in such a medium should be highly satisfactory.

A contractor who has been entrusted with any of the electrical equipment of a theater should not neglect to capitalize the fact in his advertising.

## Making Profitable Evening Calls on Store Owners

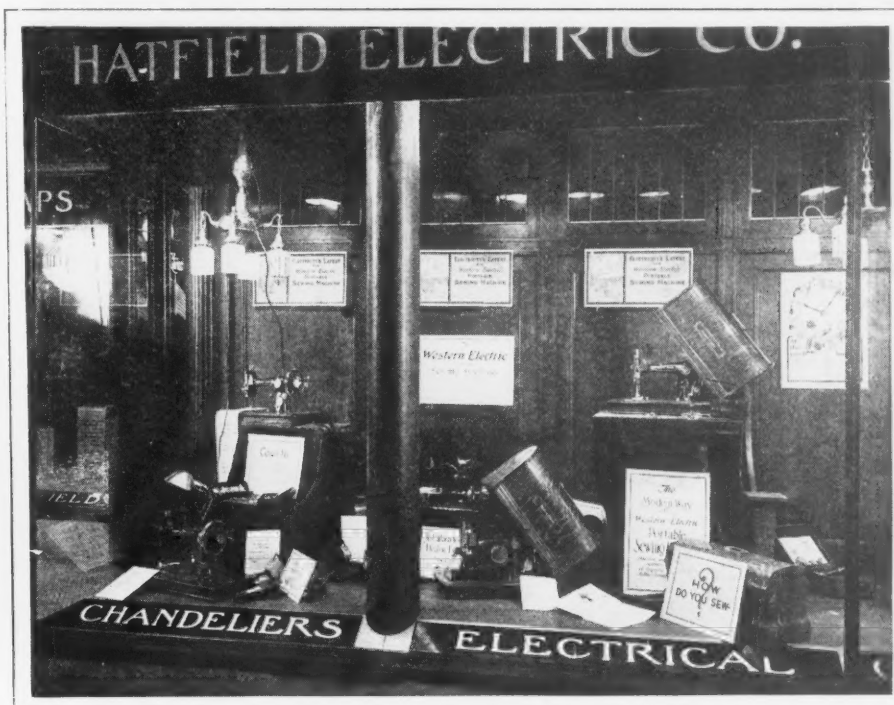
Just as a hot day is an ideal time to sell fans, so an evening may be used to advantage to show a store manager the value of an electric flashing device for his window. F. W. Fox of the Iowa River Light & Power

Company at Eldora finds that it pays him to spend an occasional evening with local merchants.

As an opening, he likes to connect up a cardboard flag which is lighted with miniature lamps, and place it in the store window. He includes a flasher plug in the circuit and the device does its own demonstrating. This opening gives him a lead to discuss the problems of store lighting with the man in charge, and very often Mr. Fox is enabled in this way to write orders for wiring jobs and for daylight lamps that are only to be had by "going after" them.

## A Labor-Saver Demonstrated from the Sidewalk

The Hatfield Electric Company, Indianapolis, Ind., while showing an attractive window display the feature of which was a portable sewing machine, made use of an ingenious idea, already described in these pages, for attracting attention of the passer-by. By placing the foot controller of the sewing machine on the sidewalk, the passer-by was given an opportunity to try the machine without entering the store, and thus to see the result right before him in the show window. This sort of clever little trick helped to create interest in the display and resulted in many sales.



A foot-pedal controller was placed on the sidewalk in front of the window, being connected, through an extension cord, to one of the sewing machines in the window. To see the machine operate at any speed, the passer-by had only to press down on the sidewalk pedal.

## Cultivating Constructive Slogans

J. S. Martin, of Bellingham, Wash., believes that electrical goods should be bought from electrical dealers. Further, he does not stop there. He is putting on all his bills, letterheads, envelopes and packages, slogans which drive home the idea that the logical place to buy electrical articles is from the dealer who is qualified to furnish the service to which a customer is entitled. He plans to make up a list of such slogans and circulate them among all the members of the Washington Association, asking that each man return the list with additional suggestions. Later the completed list is to be circulated among all those who participated.

## Using a Weekly Electrical Page in the Newspaper

On Friday of each week one whole page in the *Daily Record-Abstract*, a business newspaper, of Portland, Ore., is devoted to electrical news. The page forms the official publication of the Oregon Association of Electrical Contractors and Dealers and carries announcements of meetings, conventions, committee appointments, etc. A column of personal comments on the doings of local electrical men is used and each week a complete record of all the electrical permits which have been issued for the previous seven days is included. Electrical advertisements and business cards are also carried on the page.



Inexpensive window display made possible by borrowed merchandise

## Window Display Assembled at Slight Expense

All of the material for this window display, except the electric fan, was borrowed from various local merchants for use in the window of the Osceola Light & Power Company of Reed City, Mich. The cradle and table were obtained from the furniture dealer, the drugs and nursing bottle from the druggists, the toys and doll from the toy shop, and the nurse's uniform from the dry-goods merchant. It was found an easy matter to obtain this merchandise, as the showing also proved of advertising value for the merchants whose names were mentioned in the display.

## Paying for Reading the Ad

A plan for getting a good advertisement read, whether it is something you send through the mail or distribute otherwise direct, is to ac-

company each circular with a brand-new penny which, as the announcement says, is to pay the recipient for reading the advertisement. If this seems like giving away too much money, bear in mind that this is only half as much as letter postage, and that by sending the mail unsealed at 1-cent postage, you can give a penny with each and then not pay more than had you used letter postage. In fact, your penny used in this way will probably help more than if used in paying the higher postage rate.

## Selling the Range Before Delivery

Free trial of electric ranges works out very well in some localities. In Scranton, Pa., however, the local central station is getting very satisfactory results from a "no-trial" system.

When a customer calls to ask about an electric range he is told of its advantages, his questions are answered, and he is given the names of some of his neighbors who use electricity for cooking. When he has thoroughly made up his mind that he wants to make a purchase, a cash payment is required and the range is delivered to his home.

According to the viewpoint of the Scranton Electric Company, it is bad psychology to let a man take a valuable article on free trial. He fails to appreciate how much it costs the company to install the range in his home, and if he rejects the proposition, he creates destructive advertising for the company.

On the other hand, when a man signs an agreement to buy a range and pays a substantial cash advance, he spends his time looking for the points of advantage in the new cooking apparatus that will vindicate his business judgment in purchasing it. "And believe me," adds the salesman, "when anybody goes after an electric range trying to find points of superiority over gas and coal outfits, he can get data enough to write a book on it!"

## 50,000 Flatiron Waxers Free

As a reminder that its electric shops and branch stores are always at the service of electric customers, the Commonwealth Edison Company distributed free 50,000 flatiron waxers. These waxers consisted merely of a

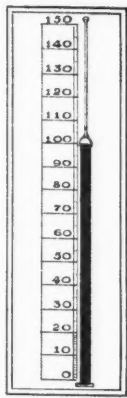
Part of the Friday Electrical page which appears in a Portland, Ore., newspaper each week. The page serves as the official publication of the local electrical association.



sheet of cardboard, one end of which had been dipped in paraffine and the other end of which was used to carry advertising copy.

### Registering Sales Temperature

When you start a drive to sell 150 electric irons in two weeks it helps to keep up the enthusiasm of the bunch to use a large sales indicator. The one illustrated is simply a white board with two slots cut in it and a paper scale pasted on as shown. A piece of red ribbon looped with a white



A sales thermometer that will spur interest in any sales campaign

string acts as a marker. As each sale is recorded the marker is moved upward so that the latest total is always in view.

### Co-operating with the Contractor-Dealers at Louisville

Several interesting features have been worked out in the appliance selling campaign which the Louisville (Ky.) Gas & Electric Company is undertaking in connection with its recent offer to supply energy in excess of 6 kw.-hr. per month for each room in a residence customer's home, at a 3-cent rate. The company does not handle appliances itself and will deliver all orders taken to the local dealers, obtaining its own benefits through increased consumption.

The city has been divided into six districts, with a salesman assigned to each. Each salesman will work on a fixed salary and commissions. These commissions will be paid by the company on sales of certain appliances the use of which will assure the company a reasonably good revenue, while commissions on sales of other designated appliances which are unlikely to be used often and un-

### Labor and Material Plus 50 per Cent

To cover 23 per cent overhead and have a profit of 10 per cent, your selling price must equal cost of labor and material, plus 50 per cent.

likely to result in increased consumption will be paid by the retail dealer who gets the orders. The orders will be awarded by the company in rotation, so that all dealers can expect their share, and the delivery of the appliance and collection of the money will be a matter between the purchaser and the dealer.

At the outset this selling effort is being restricted to the customers of the company who have consumed a sufficient amount of current to entitle them to the reduced rate.

### A Lighten Home Labor Ad With a Modern Touch

One way to lighten the labor of the home is to place at the service of electric range users a cooking bureau to which they can apply for menu suggestions and get directions for carrying them out. The Minneapolis General Electric Company operates such a bureau for the benefit of its customers and does not hesitate to say so in its advertising. In a series of ads each of which features a picture of Miss Bell, who is the company's expert on electric cooking, a blank is placed in the lower left-hand corner, the signing of which brings to the prospect a book of recipes and a pamphlet telling about the pleasures of modern electric cooking.



#### Can You Cook and Serve a Meal and Feel Like Dancing?

MISS BERNICE BELL, our electric cooking expert, can tell you how to do it. She can show you why it doesn't pay to waste your strength, good humor and health with out-of-date kitchen methods.

Bring your cooking problems to Miss Bell. Five years experience in food study and food preparation along practical lines will help you. The service is free.

Ask for the book "What Every Kitchen Needs" and also for Miss Bell's modern recipe service—all without charge. Call at our office, telephone or mail the attached coupon.

Our Cooking Bureau has helped many housekeepers. Let it serve you.

**Recipe Service Coupon**

Electric Cooking Bureau:

"The Minneapolis General Electric Co. Please send me, without charge, your recipe service and the book, 'What Every Kitchen Needs'."

Name

Address

City

State

Zip

**The Minneapolis General Electric Company**

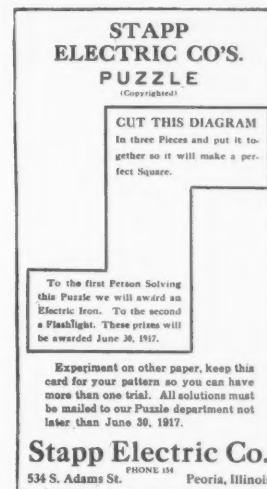
15 South Fifth St.

Main 6100 T. 5 25 253 This Book is Free

This "Lighten the Labor of the Home" ad has a decidedly modern slant

### Preparing for Future Trade

In order to interest the younger members of local families who will themselves be buyers of electrical material in the next few years, the Stapp Electric Company, Peoria, Ill., recently distributed a "square puzzle" around the schools, placed copies of it in outgoing packages, and used it as an envelope stuffer. The illustration shows one side of the card, which is



This puzzle aroused interest in an electric store at low cost

self-explanatory. It was evident that the older people were also very much interested, from the large number of answers received, and in many cases people who had never been in the store, but who came in to inquire about the prizes, made a purchase before leaving. This ingenious puzzle was devised by E. T. Cunningham and is copyrighted.

### Range Hatches Chickens

A. P. Tills, commercial manager of the Northern Idaho & Montana Power Company, Kalispell, Mont., reports that new uses for electric ranges are found every day. Here is the latest, the quotation being from a local newspaper:

"Mrs. Frank J. Kerns, 528 Third Avenue F., used her Westinghouse automatic electric range to hatch chickens last week. Old mother hen refused to set longer on the eggs on account of the extreme hot weather. Mrs. Kerns immediately transferred the eggs from the nest to the oven on her electric range and to her surprise the next morning she had fourteen little chicks. All are alive and doing well."

## HINTS FOR THE CONTRACTOR



*Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections*

### Directory of Contractors in Central Station Office

The Virginia Railway & Power Company sells no appliances and does no wiring, having turned all this business over to the Richmond dealers. To facilitate inquiries, a directory of all Richmond contractors and dealers is mounted in the commercial office of the company. The names and addresses are made up of white paper letters, like those used in directories in city office buildings, being mounted in a similar frame. This arrangement particularly facilitates changes and additions, for any office attendant can make a neat job with a little care and these paper letters.

### Enlisting Electricity in the Red Cross

Back of our boys in olive drab stand thousands of Red Cross chapters where willing hands are constantly working to increase the health and comfort of the nation's defenders. Electricity plays a prominent part in the work, and every dealer in electrical goods should appreciate his op-

portunity to help the good cause along by making sure that the Red Cross branch in his town is equipped with electrical labor savers.

### Why Overstocking Costs Money

If you keep a stock of goods, keep it low and keep it clean—otherwise you may be disappointed in your profits. A small stock, orderly and well kept, is much better than a large stock piled in heaps and covered with dust and dirt.

"When you take into consideration interest, depreciation, insurance, obsolescence, and the cost of keeping stock, you can figure that it costs you at least 20 per cent per annum," warned John F. Gilchrist, vice-president, Commonwealth Edison Company, Chicago, in a talk before Illinois Electrical contractors. "If you ordinarily have \$20,000 worth of stock in your storeroom on the average, and by intelligent handling you can keep it down to \$10,000 on the average, you can figure that you have saved \$2,000 per annum."

### How a Syracuse Dealer Gets Acquainted with Owners of Newly-Wired Homes

The minute a home is wired for electric service a new market for electric appliances is created. "The Electrical Store" in Syracuse, N. Y., believes in getting acquainted with such markets, and one of the methods used can be applied elsewhere with every likelihood of good results.

An electric toaster was wrapped up in an attractive package and displayed on a counter with a tag bearing the address of a newly-wired home in the city. It was then announced in the firm's advertising that the resident whose address appeared on the tag would be presented with the toaster. Everyone whose home had been wired recently called to see if his address was inscribed on the card, and incidentally learned about the many electrical short-cuts for home labor that were carried in the store.

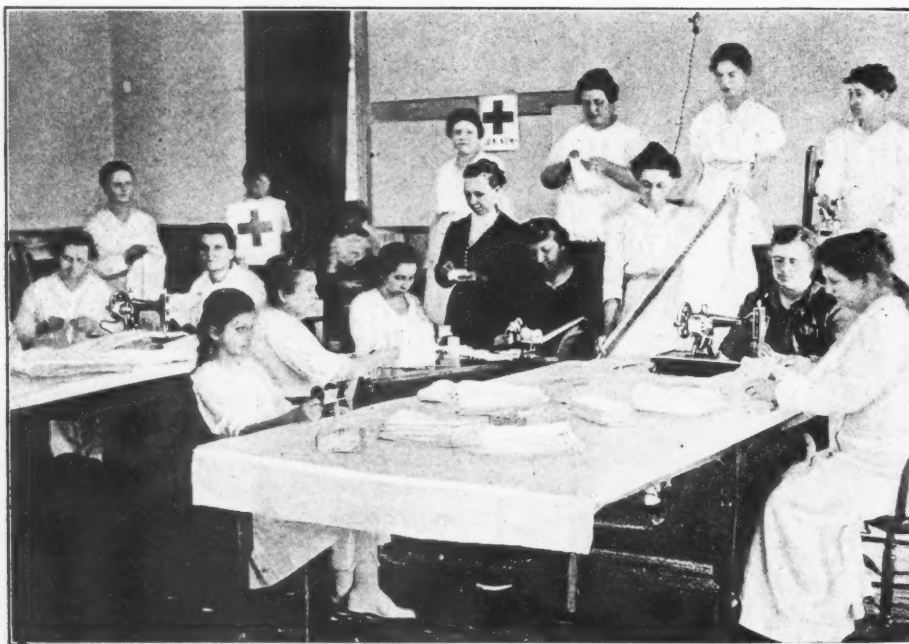
### How a Dealer Turns "Kickers" Into Boosters for More Business

"When selling a fan or other device," says Louis Freund, electrical contractor, New York City, "I always tell the customer to come to me with his troubles. Even if the article is of a prominent make, I ask him not to go to the manufacturing company's representatives. They didn't sell it."

"In case of some apparatus our men make a point of frequent inspections to be sure that satisfactory service is being obtained. In this way the customer, learning to rely on me, not only remains a customer, but becomes a booster for my business."

### Inexpensive Glassware Display

L. B. Van Nuys of the Central Electric Company, Peoria, Ill., has worked out an inexpensive method of displaying the common bell-shaped glassware ordinarily used on chandeliers. The shelves which hold the stock of glassware are made of double thickness with a space between for running a 110-volt circuit. To this circuit, both above and below the shelves, are attached a number of old sign



Prominent among the Red Cross workers at Avoca, Iowa, are two Western Electric portable sewing machines



receptacles which were of no value for any other use. Iron wire, bent to the shape of a clasp, was then screwed to the shelf near the socket to hold the shades in place. This arrangement provided a very cheap but effective method of holding the shades and supplied a method of illuminating them to show how they would look installed on chandeliers.

In order to make it easy to locate the stock of shades corresponding to the sample on this rack, each shade was tagged with a code number and letter designating the shelf and the group in which the stock could be found, together with the name of the glass, its cost and the selling price.

### Signing "Satisfaction" Statement Before Repairman Leaves Job

What electrical contractor has not had trouble from after-kicks on small repair jobs? Sometimes the man sent

REPAIR CARD—LOUIS D. RUBIN ELECTRICAL CO.	
Date _____	
Call Received _____	Completed _____
Repairs: _____	Installation: _____
Left Shop _____ Time Completed _____	
THIS WORK HAS BEEN COMPLETED AND IS SATISFACTORY	
Phone 708 _____	Signed by _____

This card covers the job from receipt of order until the wireman finishes his work. Note that the customer signs card when work is satisfactorily completed.

out does not do the work properly, and at other times the customer simply kicks on general principles. The Louis D. Rubin Electrical Company, Charleston, S. C., has a repair card which takes care of the job from the time the order is received till the job is completed and charged. The clerk receiving the order fills in the upper part of the card, the repairman fills in the middle part. When the job is completed the customer looks over the work and if it is satisfactory signs the card. If it is not, then is the time for him to make his objections known, not later when the repairman has returned to the office or when the bill is rendered. As soon as the item is entered on the books, the card is marked "charged," and then filed. Mr. Rubin says that this card has taken so well with his customers on small jobs that he is having a similar one printed to take care of the larger orders.

### Showing Housewives the "New Baby"

BY STUART ROGERS

Some months ago our concern, the Valley Electrical Supply Company, had a booth at the Pure Food Show here in Fresno, Cal., and we pulled off a little novelty that is still bringing trade and inquiries. Cards were distributed at the show, reading:

Ladies:

Please do not leave this building until you have seen the wonderful "new baby" being exhibited to all fond mothers at our Pure Food Booth.

These little cards were given to each lady as she walked into the pavilion and one would hardly guess how many people looked at that "new baby." More than that, they discovered that it was the biggest and best baby they could ever have in their home. Never wanted anything to eat but a little oil now and then, and once in a while a little cleaning.

You see we had a small card at the booth, that read, "Why we mean the 'Hoover Baby' suction sweeper." A great laugh would always follow and then some would play with the "New Baby," while the rest would watch it dance over the floor.

### Helping Toward Home Convenience

When doing work in any home always watch for the little possible improvements that could be made, is the advice of a prominent electrical man, for many years himself a contractor.

Often people want such changes made, but do not know that they can be carried out at a reasonable cost. Sometimes a light is in the wrong

place, or another light may be needed, or the switches are not conveniently arranged when one enters at night. A suggestion here and there will often bring the contractor extra business.

### Filled-Out Check Helps Collect "Slow-Pay" Accounts

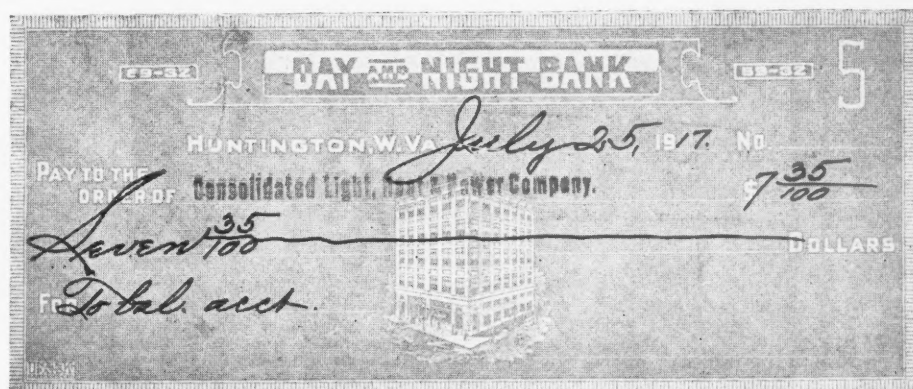
BY H. L. PATTERSON

The Consolidated Light, Heat & Power Company of Huntington, W. Va., has been very successful with the following collection scheme on delinquent appliance accounts:

We find out what bank or trust company the debtor does his banking with (this can be ascertained very easily) and then present his bill in the form of a check ready filled out, like that herewith, accompanied by a letter telling him we have done all the work for him in the matter of settling his account and all he has to do is sign his name and drop the check in the inclosed stamped and addressed envelope. The plan usually brings results.

Our company name is rather long, and for this reason is hard for the majority of people to write so as to get it all in the space of the ordinary bank check. Many people, especially the women, used to ask, "How do you abbreviate the company's name?" "Who shall I make the check payable to?" "How do you spell that name?"

We now keep on the customer's desk a pad of checks from every bank in town with the company's name already stamped on the "Pay to" line. Judging from frequent comments, our customers appreciate this little act of thoughtfulness on our part.



Check blanks filled out with the amount due and sent to consumers for their signature have proved very effective in collecting slow-pay accounts.

## GOSSIP OF THE TRADE



*Glimpses of Electrical Men as  
Caught by Lens and Pencil*

### Massachusetts Electrical Contractors Discuss Organization Plans

The absence of time-wasting entertainment features, and an intensive interest in the business at hand marked the annual meeting of the Electrical Contractors' Association of Massachusetts at the Hotel Bancroft, Worcester, on Sept. 20. The gathering was opened with a buffet luncheon at 12 o'clock, noon, which was followed by a brief and formal business meeting. At 2:30 o'clock the doors were thrown open to "all who were in any way connected with the electrical business" and the assembly was addressed by William L. Goodwin on the proposed plans for real organization in the electrical industry.

Mr. Goodwin pointed out that no two states in this country east of the Rocky Mountains now have the same plan of organization. When a contractor moves from one state to another he is confronted by new problems and new conditions. Standardization must be embodied in any effective and successful plan for coordinating the four main branches of the electrical field. Mr. Goodwin spoke of his work on the Coast along this line, and outlined the proposed reorganization in the East. At the conclusion of his talk several prominent electrical men expressed briefly their concurrence in Mr. Goodwin's views.

Following the annual banquet in the evening, several members and guests were called upon for short informal talks. Among those who responded to the invitation of President Hixon were the following:

Mr. Gilmore, of the Western Electric Company; Mr. Williams, clerk of the Massachusetts State Examining Board of Electricians; E. W. Ham, of the Ham Electric Company, Worcester, Mass., and C. C. Coughlin, of the Coughlin Electric Company, Worcester.

The following officers were elected for the coming year: President, Alfred J. Hixon, Boston; first vice-

president, Arnold J. Stone, Brockton; second vice-president, W. H. Doughty, Fall River; secretary, J. E. Wilson, Boston; and treasurer, Frank L. Barnes, Boston.

### Naval Reserve Needs Electrical Engineers

It has been announced that the Naval Reserve will grant commissions as junior grade lieutenants to 100 graduate electrical engineers. Application blanks for nominations to this branch of the service and full information may be obtained by addressing any one of the following:

Naval Consulting Board, 13 Park Row, New York City; National Reserve Council, 33 West Thirty-ninth Street, New York City, and the American Institute of Electrical Engineers, 33 West Thirty-ninth Street, New York City.



Oct. 21, 1917, will be the thirty-eighth anniversary of the invention of the incandescent lamp. At a time when enemy ingenuity is being turned against our national existence it is reassuring to remember that the electric lamp is a product of Thomas A. Edison's American genius, which, like the engineering talent of Mr. Edison's friend, Hudson Maxim, is now being constantly devoted to government service.

### Southern California Contractors Affiliate with State Association

On September 1 the Southern California Electrical Contractors' Association became affiliated with the California State Association of Electrical Contractors and Dealers. In order, however, to carry on its work effectively in southern California, the former association has retained the secretary and engineer's office at 425 Consolidated Realty Building, Los Angeles, and will hold weekly meetings at the Pin Ton Cafe, 427 South Broadway, Los Angeles, Cal. These meetings are always open to visiting contractors from all parts of the country.

The officers of the Southern California Association are G. E. Arbogast, president, Los Angeles; Lou Gans, vice-president, Los Angeles; H. H. Walker, vice-president, Los Angeles; W. A. McNally, vice-president, Pasadena; J. S. Reynolds, vice-president, Santa Barbara; J. E. Wilson, secretary-treasurer, Los Angeles; H. Conger Bowers, consulting engineer, Los Angeles.

### "Lighten Labor in the Home" Electrical Goods Prominent in Building Show

The latest electrical fixtures and "lighten labor in the home" devices will receive prominent notice in the mammoth Real Estate and Building Show, projected by the Columbus Builders and Traders Exchange, the Columbus Real Estate Board and allied interests, for Jan. 21 to 30, 1918. Three large buildings at the Ohio State Fair grounds will be utilized, one of which will be given exclusively to heavy contracting and power machinery. A number of electrical contractors and retail firms of Columbus are already interested in the exhibition.

George Delaney, who was automobile supply specialist for the Western Electric Company in its St. Louis branch house and who is now serving "somewhere in France" with Barnes Hospital Unit No. 20, has been promoted to the grade of quartermaster sergeant in that organization.



## Prizes Awarded in Central Station Commercial Contest

The contests for the best window trim and the best sales idea which were conducted during the summer by the McJunkin Advertising Agency of Chicago, among central stations subscribing to its advertising service, have been brought to a close. In the window trim contest the prizes were awarded as follows: First prize, \$25, W. A. Dannenhauer, sales agent, and H. E. Shelton, Wilmington (Del.) & Philadelphia Traction Company; second prize, \$15, C. A. Tallman, Edison Electric Illuminating Company of Brockton, Mass.; third prize, \$10, Louis E. Ragan, Rome (N. Y.) Gas & Electric Company. The sales idea contest resulted as follows: First prize, \$25, H. J. Pettengill, Jr., Blackstone Valley Gas & Electric Company, Woonsocket, R. I.; second prize, \$15, T. I. Jones, Edison Electric Illuminating Company, Brooklyn, N. Y.; third prize, \$10, Fred H. Scheel, Public Service Company of Joliet, Ill.

The judges in the window display contest were: E. A. Edkins, general manager Electric Shop, Commonwealth Edison Company, Chicago; Allen H. Kagey, head window trimmer, Mandel Brothers, Chicago, and C. H. Herr, head window trimmer, The Fair, Chicago. The following rendered decisions in the sales idea contest: Dana H. Howard, advertising manager, Commonwealth Edison Company, Chicago, and L. C. Spake, assistant editor *ELECTRICAL MERCHANDISING* and *Electrical World*, Chicago.

Charles R. Ablett, who has represented the Hygrade Lamp Company in New York for many years, has severed his connection with that firm in order to devote his entire time to the Charles R. Ablett Company, lamp specialists, with offices at 30 Church Street, New York City.

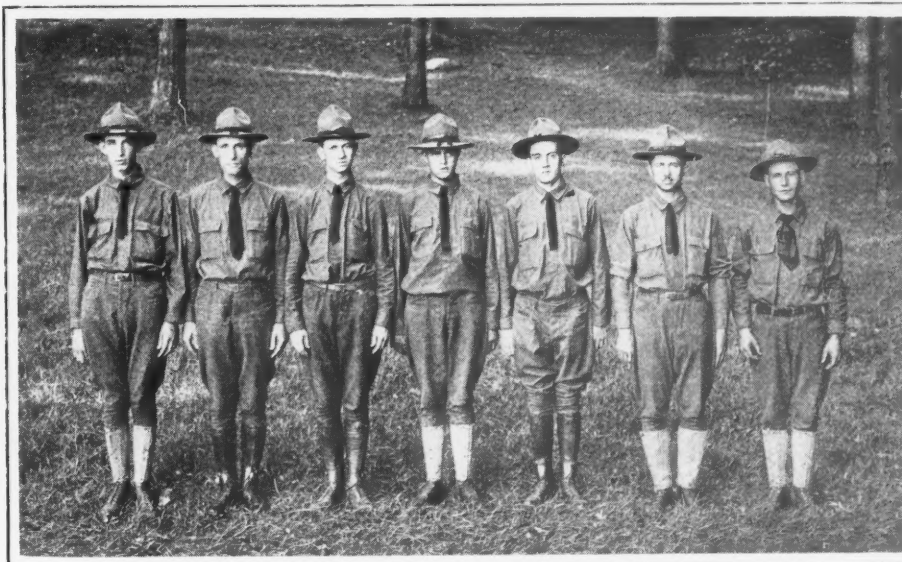
The Betts & Betts Corporation, 511 West Forty-second Street, New York City, has just closed a joint contract with the Century Manufacturing Company of Elizabethtown, Pa., to erect a double-face electric clock for the Narragansett Electric Light Company, Providence, R. I. This clock will consist of a standard, double-face, secondary-motor operating mechanism controlled by a 110-volt, self-winding master clock.



Here's President M. G. Buchan of the Electric Wiring Company, Cleveland, photographed with four future subscribers to *ELECTRICAL MERCHANDISING* who happen to be his sons. Their Dad is chairman of the N. E. C. A. convention committee and those of us who went to "New OR-lans" know how well he filled the job.

The Link-Belt Company, of Philadelphia, has issued an eight-page booklet on casings for Link-Belt silent chain drives. Besides showing working drawings and actual photographs of the castings themselves, two pictures are included of actual line shaft installations.

The Electric Power Club of Chicago, Ill., announces that its next meeting will be held at Hot Springs, Va., Nov. 12-14.



The Service Flag of the Dayton (Ohio) Power & Light Company has a goodly number of stars, and the boys who joined Battery D, Ohio Field Artillery form a constellation all by themselves. When the Top Sergeant calls the roll, starting at the left, it sounds like this: R. Pulmmer, Howard Tansey, Charles Bell, Richard Eckert, Dewey Walton, Frank Kendig and Charles Collins.

## On Account of the War

On account of the war some people who formerly viewed the electrical industry askance will know better when they return from the front. To substantiate that statement we quote from a letter written by Private Grohsmeyer to his former associates in the Commonwealth Edison Company, Chicago: "I do wish that I could have assisted in putting out a few more campaign appliances, but even here I have a chance to do a little missionary work. There is an architect in our company, and, believe me, before the war is over he will know the value of extra outlets."

James W. Gerard, formerly United States Ambassador to Germany, addressed the members of the Jovian League and the San Francisco Advertising Club at a joint meeting held on Oct. 3.

The Federal Sign System (*Electric*), announces the following changes in its Eastern district offices: J. G. Goldfuss, formerly manager of the Philadelphia office, has been transferred to New York as manager of that branch; D. R. Webb, Jr., formerly assistant manager of the New York office, has been moved to Philadelphia as manager; E. S. Grandin, Jr., formerly of the New York office, has become manager of the Baltimore office succeeding Mr. A. Schiller, who is now assistant manager at New York.

# NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

*Appliances, Socket Devices and Wiring Supplies Which  
Manufacturers and Jobbers Are Putting on the Market*

**Including Many New Appliances to LIGHTEN THE LABOR OF THE HOME**

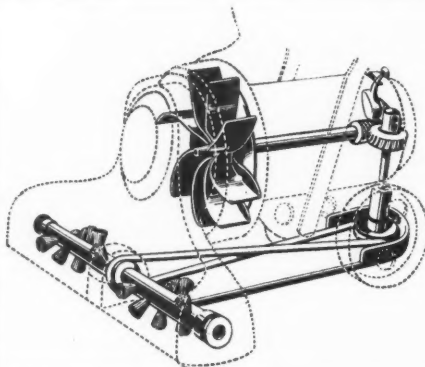
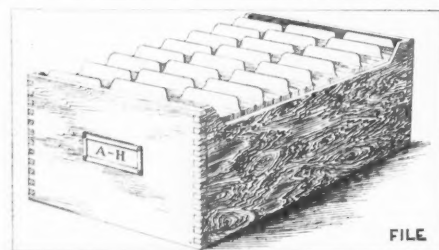
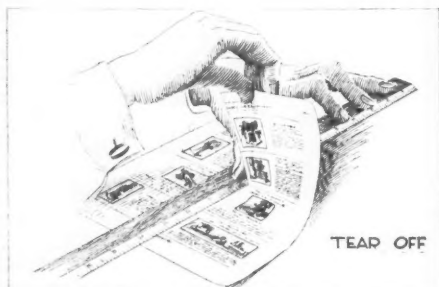
## How to Use These Pages to Make Your Own Buying Index

Do you want an up-to-date buying index of "New Merchandise to Sell"—an index that you can make up as you go, to fit your own needs and those of your customers? Then file these items in a "Buying Index" of your own, on loose-leaf sheets, or in a scrap book—just as you prefer.

Beginning with the September, 1917, number ELECTRICAL MERCHANDISING has been furnishing its readers with the selective new-merchandise catalog service continued on these pages. By tearing out those items which affect your business and pasting them on filing cards, you can make a buying index that will put information on *what is made and who makes it*, right under your finger's end.

Every item, with its illustration, will fit a standard 3-in. by 5-in. filing card. Or, if preferred, these items can be pasted on sheets of paper for binding in a loose-leaf catalog or folder.

That there may be no interference between any two clipped items, these "New Merchandise to Sell" articles are printed on one side of the page only. Many of our readers have been in the habit of clipping from this section since it was first established. With the new standardized arrangement ELECTRICAL MERCHANDISING hopes to broaden its service in this department materially, and hopes that each of its readers may make the fullest possible use of the new service.



## Electric Vacuum Cleaner

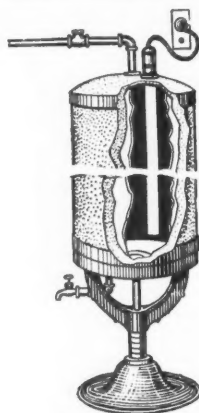
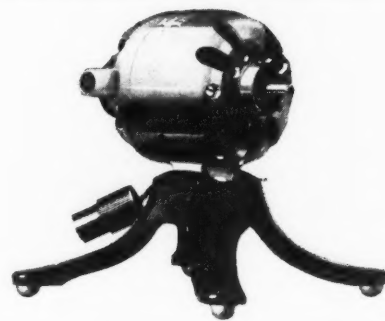
From ELECTRICAL MERCHANDISING, October, 1917

The Pneuvac Company, Jackson and Beacon Streets, Worcester, Mass., announces a new model electric suction cleaner which embodies a belt-driven brush. A balanced motor is used, the eight-bladed suction fan being mounted at one end of the armature shaft and the worm-gear drive for the brush pulley at the other. For use with attachments the brush, which is mounted on impregnated wood bearings, can be thrown out of operation by a conveniently located lever. Comfortable control is provided in a thumb switch on the handle. The motor is made by the Braun Electric Manufacturing Company. The machine, which is known as the "Electric Sweeper-Vac," weighs but 11 lb. and, the manufacturer points out, it is very easy to operate.

## Electric Motor for Home Use

From ELECTRICAL MERCHANDISING, October, 1917

A 0.05 hp. electric motor for home use is being manufactured by the A. C. Gilbert Company, New Haven, Conn. In connection with attachments this motor will polish silverware, sharpen knives, churn butter, whip cream, and, in fact, operate any of the usual kitchen appliances. A fan blade and guard attachment permits its summer use for breeze producing. All parts are interchangeable, the manufacturer points out, and the attachments are simple and easily arranged for the different uses. The frame is nickel-plated and mounted on a cast base with rubber footpads. The outfit is supplied complete with rheostat for running any household sewing machine.



## Electric Water Heater for Kitchen Range

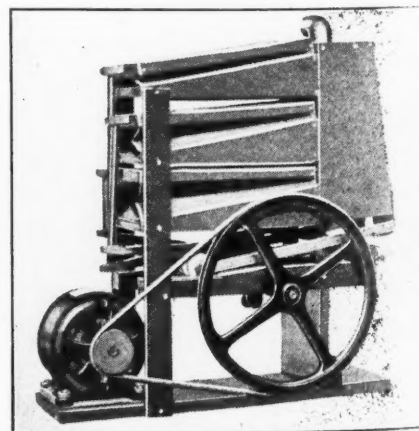
From ELECTRICAL MERCHANDISING, October, 1917

A tubular water heater for insertion into kitchen range boilers is being marketed by the Electric Sales Corporation, 147-148 Henry Building, Seattle, Wash. The heating outfit, which is known as the Apfel "electric insert" will operate on direct or alternating current, and can be installed on the range without additional space. The heating element, it is pointed out, is always surrounded by the water which is being heated. The outfit is made in sizes for tanks ranging in capacity from 15 gal. to 30,000 gal.

## Electrically Controlled Piano Player Action

From ELECTRICAL MERCHANDISING, October, 1917

An electrically-driven player equipment for pianos which eliminates the necessity for a safety valve by means of compensating bellows is being produced by Wright & Sons Company, Worcester, Mass. Variations in pressure requirements are taken care of with a movable fulcrum attached to the air reservoir by a connecting rod. Upon a sudden increase of pressure the fulcrum is forced out along the actuating lever, reducing the motion of the bellows arm. This feature also compensates for voltage variation on the line. Pianos equipped with this outfit are entirely automatic in their operation. However, by the use of conveniently placed controls the operator may use his own interpretation at will.





### Electric Heating Pad with Three Controls

From ELECTRICAL MERCHANDISING, October, 1917

Landers, Frary & Clark, New Britain, Conn., have produced a heating pad with patented wiring connections so made that it is flexible and, the makers point out, it will maintain a given temperature within 5 deg. Fahr. Four thermostats wired in series guard against overheating. A simple cord switch is provided to regulate the temperature. The attachment cord is 10 ft. long and is fitted with a Hubbell plug. The pad measures 15 in. by 12 in. and is covered with soft gray eiderdown flannel.



### Electric Vacuum Cleaner with Machined Aluminum Fan

From ELECTRICAL MERCHANDISING, October, 1917

A new model electric vacuum cleaner known as No. 18 is announced by the Federal Sign System (Electric), Chicago, Ill. A six-blade, one-piece aluminum fan is used which is mounted in the center of the armature shaft. The fan is machined so that it fits the fan housing with a clearance of 1/32 in., and prevents dirt, string, hair, etc., from passing the baffle plate and injuring the motor. A straight floor brush is fastened to the outside front of the nozzle when it is desired to clean rugs or carpets which have a large amount of threads and lint to be removed. The universal type of motor which drives this machine is rated at 1/4 hp. at 10,000 r.p.m..

### Solderless Connector

From ELECTRICAL MERCHANDISING, October, 1917



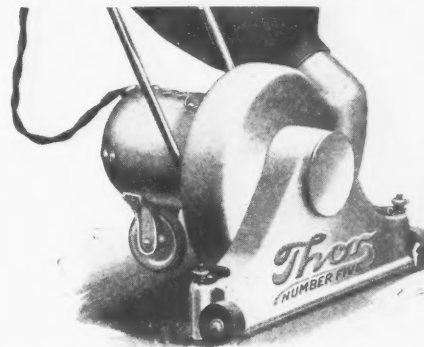
The "Notorch" connector manufactured by the Columbia Metal Box Company, 224 East 144th Street, New York City, is designed to be used as a substitute for soldered joints in junction boxes, conduit fittings and cleat wiring, in the bodies of lighting fixtures, and behind shallow plates on ornamental wall brackets.

Fixtures can be removed at any time without cutting the wiring as in the case of soldered joints. This connector has been approved by the National Board of Fire Underwriters for a capacity of 17 amp. for fixture work, and for motor leads up to 4 hp. The connector measures 1 in. by 1/4 in. by 3/8 in.

### Electric Vacuum Cleaner

From ELECTRICAL MERCHANDISING, October, 1917

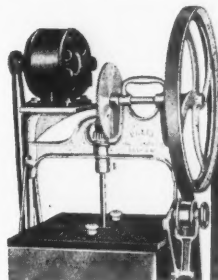
A new electric vacuum cleaner provided with a convenient snap switch on the handle is announced by the Hurley Machine Company, Clinton and Monroe Streets, Chicago. A rubber comb is used on the floor piece, and the manufacturer calls attention to the fact that this feature enables the machine to pick up hair, threads, ravelings and all other surface dirt. This nozzle may be raised or lowered to suit the conditions of operation. Special attachments are made for cleaning moldings, portieres, walls, mattresses and upholstery. The motor is mounted so that the axis of its shaft is horizontal. The body of the machine is of steel, welded into a solid piece. This construction is rugged, yet the cleaner weighs less than 9 lb.



### Electric Range

From ELECTRICAL MERCHANDISING, October, 1917

The Standard Electric Stove Company of Toledo, Ohio, is now offering the trade an electric range of a new design. It has an elevated oven and three hot plates. The oven is lined with aluminum and is equipped with a side-opening door with three glass panels. The two-oven elements are of the open type. The three hot plates measure 8.5 in. each in diameter and are of the enclosed element type. The control of the entire range is centered in a master switch. In addition to this each oven unit and each hot plate unit is equipped with a multiple-temperature switch. The size of the cooking surface is 20 in. by 29 in. The range complete occupies a 30-in. by 30-in. space.



### Electrically Operated Churns

From ELECTRICAL MERCHANDISING, October, 1917

A motor-driven churn is one of the new products of the Dazey Churn & Manufacturing Company, St. Louis, Mo. The motor is mounted on a framework above the churn proper and disconnected by a belt with a countershaft at the base of the churn. A 1/6-hp. motor is used for this outfit. A reduction pulley is used for speed adjustment, which enables the operator to set the speed at any desired value and to stop the churn without stopping the motor.

### Electric Auto Heater

From ELECTRICAL MERCHANDISING, October, 1917

There is a new electric automobile heater on the market—a little accessory that does away with the installation of a complete garage heating system. It is known as the "Presto" electric heater, manufactured by the Metal Specialties Company of Chicago. It is a compact article, just 12 in. long, equipped with a handle at one end and hook at the other. It hangs under the hood, near the carburetor, engine and radiator, distributing the heat where it is most needed. It is furnished with 10 ft. of cord and an attachment plug for any electric light socket. It is made for use on 110-volt current, either direct or alternating. This device, the maker points out, prevents



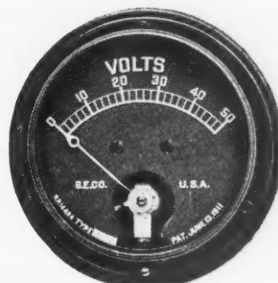
freezing of the cooling water in the motor car, and facilitates starting on cold mornings at a cost decidedly lower than that of a garage heater.

### Industrial Lighting Unit

From ELECTRICAL MERCHANDISING, October, 1917



A new industrial lighting unit to be known by the trade-marked name of "Industrolite" is being placed on the market by the Luminous Unit Company of St. Louis, Mo. The unit is composed of two essential elements, an upper reflector of white porcelain enameled steel and a porcelain enameled reflecting band which is suspended from the upper reflector in such position that it will intercept all light within the angles of 45 deg. and 85 deg. and directs it to the upper reflector for redirection to useful angles. The arrangement of parts is such that all light is emitted below 90 deg.



### Miniature Meters

From ELECTRICAL MERCHANDISING, October, 1917

The General Electric Company has developed round voltmeters and ammeters 2 1/4-in. in diameter which give accurate readings on direct-current circuits ranging from 10 volts to 150 volts and 10 amp. to 150 amp., respectively, it is claimed. These instruments, known as type DM, utilize the D'Arsonval permanent magnet moving-coil principle. The voltmeters have self-contained resistance and the ammeters have self-contained shunts up to 40 amp.

In order to obtain complete and permanent insulation all parts of the measuring element are mounted on a "bakelite" base.

Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under

proper heading for ready reference when you want to buy. Continued on third and fourth pages following.



Electricity's a great institution for labor saving, but even J. J. Gibson of the Westinghouse supply department will admit that golf clubs are likely to be hand operated for some little time to come

The Crocker-Wheeler Company of Ampere, N. J., is now distributing a bulletin illustrating and describing its new form P induction motors.

C. H. Dunlap has opened an office at Chewelah, Wash., for the transaction of a retail electrical and contracting business.

E. D. Kilburn, who has been at the head of the power department of the New York office of the Westinghouse Electric & Manufacturing Company, has been appointed district manager of the company, at New York, succeeding W. S. Rugg.

The Standard Electric Stove Company, Toledo, Ohio, is issuing a monthly calendar to friends of the firm. Each edition carries some timely sentiment from the pen of a noted American. The cards are finished in the national colors.

Frank R. Coates, president of the Toledo Railways & Light Company, is fond of animals, especially of the zoo variety, and has been so marked in his generosity toward the Toledo zoo, situated in Walbridge Park, that the Toledo Zoological Society has just shown its appreciation by presenting Mr. Coates with a rug made of polar bear fur.

At Los Angeles, Cal., a new ordinance governing interior electrical construction in that city forbids all methods except conduit and metal molding. An ordinance compelling all electrical contractors to register and put up a cash bond of \$50 has also been passed but is not at this date effective. This bond is one which the contractors of the city have worked hard for, in the hopes that such a procedure would eliminate the "curb-stone" contractor.

## Correspondence Convention Illuminating Engineering Society

As part of the "correspondence convention" of the Illuminating Engineering Society, 29 West Thirty-ninth Street, New York City, the following papers have been released for October and are now available upon application to the general offices of the society:

"Report of Committee on Progress," by Dr. F. E. Cady, and "Systems Used in Maintenance of Gas Lamps," by E. B. Myers.

Under the general head of "Color Symposium" the following papers are given: "Psychology," by L. T. Troland; "Specifications and Tests," by I. G. Priest; "Potentiality of Color in Lighting," by M. Luckiesh; "Physics," by H. C. Richards; "Color in Illumination," by Beatrice Irwin; "Some Experiments on the Eye with Different Illuminants," by C. E. Feree and Gertrude Rand.



And why this picture of a pretty maid with curling eyes and laughing hair among so many serious business men? Well, first because she does some business quite as serious as the rest of us, for this is Miss Clara Zillesen, advertising instigator for the Philadelphia Electric Company. Then, too, as you have noted, she writes articles for ELECTRICAL MERCHANDISING about things she has seen and learned in a much wider personal experience in selling and advertising electrical appliances to the home, than you would ever think to look at her

R. J. Kennedy, lighting specialist of the Doherty organization, in a three weeks' commercial lighting campaign, at Massillon, Ohio, sold twenty-nine varieties of installations, comprising fifty-four installations, or more than 60 per cent of the total stores in Massillon. This brings his total sales to date in Massillon to 199 fixtures and lamps, with a wattage of 69,600. The sale price of the fixtures complete was \$3,011, and the total wattage increase over the old installation was 33,930.

D. R. Shearer, formerly of Knoxville, Tenn., and later engineer for the Boone Fork Lumber Company, of Shulls Mills, N. C., has opened an office in the Burrow Building, Johnson City, Tenn., for the practice of engineering. He will make a specialty of steam and hydroelectric installations and automatic power plants of several types.

The Engel-Kelley Electrical Neutralizer Manufacturing Company of St. Louis, Mo., has been incorporated with a capital stock of \$20,000. Jacob A. Engel and others are the incorporators. The concern will manufacture a device for neutralizing the static electricity which develops on the paper stock when it is being printed.

B. J. Sullivan, who has been associated with the sales department of the Commercial Electrical Supply Company of St. Louis in charge of its service department, has joined the 1st Missouri Artillery, Battery A, which is to be mustered into federal service shortly.

"3000 Uses for Electricity."—The Society for Electrical Development has reprinted its booklet "More Than 3000 Uses for Electricity," the first edition of which has been exhausted. The text has been completely revised in the reprinting, and heavier paper stock has been used, making it a more effective and useful book for promoting electrical lightening of labor.

Paul M. Lincoln, commercial engineer for the Westinghouse Electric & Manufacturing Company, has been appointed by President Wilson a captain in the Engineers Corps of the U. S. Army. Mr. Lincoln graduated from Ohio State University in 1892, and has for twenty-four years been associated with the Westinghouse company. He is a past-president of the American Institute of Electrical Engineers.



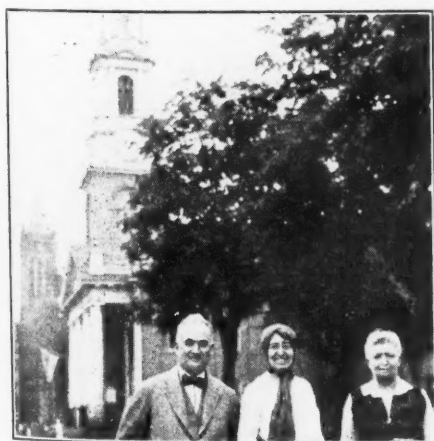
## A New Book on Practical Electric Illumination

In this day of practical "how to" books, one finds most writers of such works dwelling on mere methods of accomplishing results to the exclusion of the underlying "whys" in the case—thus encouraging a sort of elaborate rule-of-thumb procedure instead of an understanding of the principles on which the practice is based.

A book like "Practical Electric Illumination," which opens its first page with a simple discussion of the theory of light production by the electrons of the incandescent body, written so anyone can understand, can hardly be charged with lacking the groundwork of first principles.

Such a treatment of the subject—principles first, and practice following—has been adopted throughout the Terrell Croft book above referred to. The result is to instruct the reader in principles, preparing him for the practical and up-to-date information on reflectors, lamps, and interior and outdoor illumination which make up the principal chapters of the book. "Practical Electric Illumination," by Terrell Croft, is published by the McGraw-Hill Book Company, Inc., New York. Price \$2.

H. C. Smith, formerly assistant secretary of the National Electrical Contractors' Association at Utica, N. Y., resigned from that organization on Sept. 29 in order to join Uncle Sam's forces.



If this had happened in any other town we might have labelled this picture "Waiting at the Church." However, our chief photographer's mate caught the range on W. L. Johnson, Eastern manager of the Hoover Suction Sweeper Company, Mrs. Johnson, and her mother in Boston, during a brief stop on a recent motor trip of theirs. So we'll call it "Tarrying in immediate proximity to a sanctuary of religious devotion during a temporary cessation of locomotion."



When we first saw this beautiful assembly of fenestral foliage, winding waters and felicitous fisherman, we decided to write a poem about 'em, and if some kind reader will tell us what rhymes with "piscatorial," "Isaac Walton" and "teleostei" we'll go ahead. Meanwhile we won't keep you in suspense. He's M. G. Sellers, gentlemen, and he is secretary of the Electrical Contractors' Association of Pennsylvania.

J. E. Shuff, new-business manager of the Doherty Central Station Company in Lincoln, Neb., reports that the Gooch Milling & Electric Company, macaroni manufacturer, has installed a Hughes electric oven which has a capacity of baking 125,000 loaves a month.

William C. Chapman, who was formerly representative of Henry D. Sears, Boston, Mass., has become associated with the Luminous Unit Company at 30 Church Street, New York City.

Alfred E. Waller, production manager of the Ward Leonard Electric Company, Mount Vernon, N. Y., and Miss Berthé MacMonnies were married on Sept. 19, at Bronxville, N. Y., and left immediately thereafter on an automobile camping trip through the Adirondacks.

The Selah Manufacturing Company, Green and Columbia Streets, Newark, N. J., has issued an "engineers' second edition" of its catalog on threadless pipe fittings. The book shows in detail a large variety of uses of the firm's fittings and carries dimensioned illustrations of the several types for switchboard, structural, line construction and miscellaneous work.

The Knapp Electric and Novelty Company, 511-513 West Fifty-first Street, New York City, has issued a new catalog, No. 26, on its electrical goods. This firm offers to send the booklet to any electrical dealer interested.

## Punch Cards to Simplify Second Liberty Loan

Under the plans now being perfected for the distribution of the second Liberty Loan, banks and employers who so desire will receive a supply of cards which will be punched each time an investor makes a payment. The purchaser of the bond will have one of these cards and the firm handling his subscription the other one, identical in size. When an installment is paid both cards will be punched at the same time and the first will be returned to the subscriber. The second will then be filed away until the next payment becomes due. This system will apply to bonds in the denominations of \$50, \$100 and \$500.

The L. K. Comstock Company, 30 Church Street, New York, electrical engineer, has secured a contract from the government for the installation of an electric lighting system in the structural shop at the Brooklyn Navy Yard.

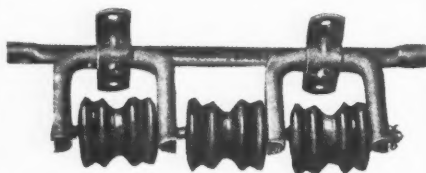
The National Electric Utilities Corporation, 103 Park Avenue, New York City, manufacturer of "Neuco" electric cooking apparatus, after several competitive tests has been awarded an order from the Panama Canal for all the ranges, broilers, etc., for the new Ancon Hospital at Panama. This will be one of the largest electric kitchens ever installed in this or any other country.



Bob Edwards, Jr., president of the National Electrical Credit Association, drives off from the Tedesco Club, Boston. Note larger ball in background to be used in emergency.

### Secondary Wire Rack

From ELECTRICAL MERCHANDISING, October, 1917



The wire rack shown herewith is a lighter form of the No. 350 Peirce secondary rack made by Hubbard & Company of Pittsburgh, Pa. This rack is designed to carry No. 3 B. & S. gage and lighter wire secondary mains on poles and service wires on buildings as well as work which does not require the strength of the heavy rack. This wire support is similar to the original rack using spool insulators and steel brackets.

### Non-Raveling Tape

From ELECTRICAL MERCHANDISING, October, 1917

To meet the scarcity of woven tapes for insulating purposes a cambric tape has been developed by Freyberg Brothers, Inc., New York City, which has a fast edge even though it is not woven. In making this tape a special process is used which prevents the edges from raveling. The tape is said to have the same mechanical and electrical properties as the woven tape, and it is somewhat cheaper to manufacture. It can be made in any desired width, and while it can be secured in several thicknesses, 6 mills is the thickness most generally used.

### Electric Heaters for Small Rooms

From ELECTRICAL MERCHANDISING, October, 1917



The S. P. Stove Company, Inc., of Wilmette, Ill., has developed an electric heater for office, bedroom and bathroom use. This heater is made in a round or flat shape, the round one being shown herewith. The energy consumption is for either 660 watts or 1300 watts. The resistance unit is within the entire metal surface of the flat and round heater, so that both sides of the flat heater and the inside and outside of the round one are heated uniformly.

### Manhole Lighting Outfit

From ELECTRICAL MERCHANDISING, October, 1917

Electric portable lighting outfits for lighting manholes have been developed by the Edison Storage Battery Company of Orange, N. J. The set includes an Edison storage battery of five cells and two guarded 12-cp. lamps with reflectors and 11-ft. leads. One of these lamps can be used constantly for twenty hours on a completely charged battery, and both of them will burn for ten hours. The Edison storage battery is particularly adapted to this service because it can be allowed to stand idle indefinitely in any condition of charge or discharge without injury, it is claimed. The complete outfit weighs 40 lb. The ampere-hour capacity is 37.5, and the normal charging rate for seven hours is 7.9 amp. at 9 volts.

### Small Electric Radiator

From ELECTRICAL MERCHANDISING, October, 1917

Radiators in which the heating unit is a coiled wire suspended on supports in front of a highly polished reflector, shaped to reflect at different angles, have been developed by the Simplex Electric Heating Company of Cambridge, Mass. The appliance is 16½ in. long, 12 in. high and 6½ in. wide, and weighs 5.5 lb. The casing is made of sheet metal and finished in black. The radiator is of the lamp-socket type and consumes 600 watts.



### Portable Toy Range

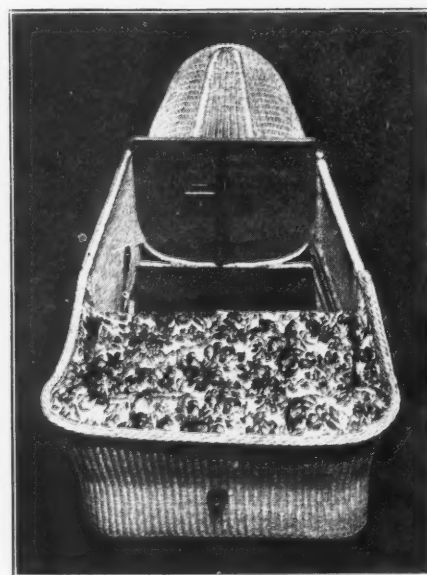
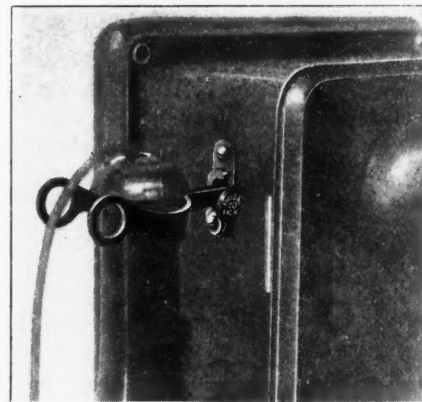
From ELECTRICAL MERCHANDISING, October, 1917

The Hughes Electric Heating Company of Chicago announces a small toy range for children. With this range the child does not make believe, but actually cooks. The range is rated for 440 watts and can be attached to any electric light socket. The range has six burners and is furnished with attachment plug, cord and switch placed close to the range for the convenience of the child. It is finished in black enamel with nickel-plated legs and oven door.

### Battery Saver for Rural Telephones

From ELECTRICAL MERCHANDISING, October, 1917

The Stromberg-Carlson Telephone Manufacturing Company of Rochester, N. Y., has placed upon the market as a remedy for battery waste in rural telephones a simple device which opens the battery circuit when subscribers desire to listen, but not to talk. Energy from the dry battery is used in the magneto telephone as long as the receiver remains off the hook. The attachment consists of a latch device which is fixed to the hookswitch escutcheon plate on the left side of the telephone. When the receiver is lifted the hookswitch springs up to a half-way position, closing the receiver circuit but leaving the transmitter and battery circuit open. In order to talk, the button is pressed, which releases the hookswitch and allows it to spring up to its full extent, thus closing the talking circuit.



### Miniature Electric Automobile

From ELECTRICAL MERCHANDISING, October, 1917

An electric wheel chair with a stream line body and equipped with large wheels running on pneumatic tires is manufactured by the Electric Motor Chair Company, 110 West Fortieth Street, New York City. The chair resembles a miniature electric automobile. It is a two-passenger vehicle designed for travel on the road as well as on sidewalks and beach promenades, and its main advantages are ease and simplicity of operation, making it valuable for the use of ladies, invalids and convalescents. A single hand lever controls it, and it is steered by a handle, so that one hand is all that is needed to drive the machine. To start the "Locarette," as it is called, the lever is pulled, releasing the brakes and sending the vehicle forward at low speed, which is gradually increased. Pushing the lever forward stops the car, locking the brakes and cutting off the current. The speed is from 4 to 6 miles an hour.

An automatic electric control prevents it from running away on a down grade, the brakes being both mechanical and electrical. A curved fender before the car is another safety device. When this rubber-cushioned guard comes in contact with any obstacle the current is shut off instantly and the brakes thrown on. When the pressure is removed it will proceed.

Clip These for Your Card or Loose-Leaf File of New Merchandise 

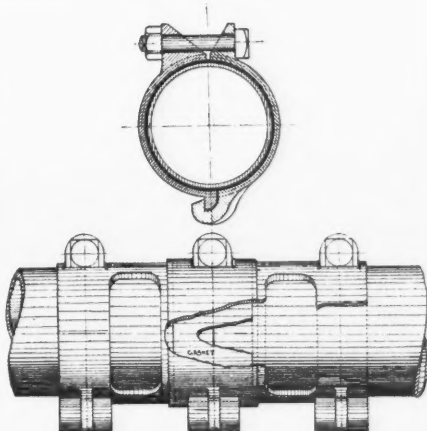


### Threadless Conduit Coupling

From ELECTRICAL MERCHANDISING, October, 1917

A conduit coupling which saves time for the user by making possible a rigid joint without threading the pipe is being made by the Selah Manufacturing Company, Newark, N. J. The manufacturer states that the coupling is watertight and hence is adaptable for use in underground work. By means of the adjuster a tight grip is secured with a slight tension on the bolts, due to the leverage of the fittings.

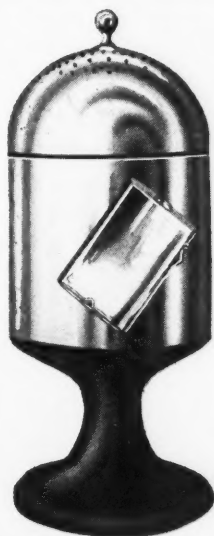
The same principle is used by the manufacturers in the design of threadless tees, elbows, pipe clamps for use with expansion bolts, insulator supports and busbar carriers. Each fitting is sent out ready to install, complete with the necessary bolts and nuts. It is possible by the use of these devices to erect practically any pipe or conduit structure which could be produced with threaded fixtures. Flexibility of arrangement and speedy assembly are claimed for this series of bolted fittings.



### Small Squirrel-Cage Induction Motor

From ELECTRICAL MERCHANDISING, October, 1917

A new line of induction motors has recently been placed on the market by the Crocker-Wheeler Company, Ampere, N. J. These motors, known as the "form P" motors, are of the squirrel-cage type, ranging in size from 0.5 hp. to 3 hp., and are designed for constant-speed operation on 60-cycle polyphase circuits. The mechanical construction of these motors is compact, rugged and simple. Among the special features is their ventilation. A number of the rotor bars project for a short distance at each end of the rotor core. These projecting ends serve as fans. Attached to the inside of each of the bearing shields is a pressed steel guide that separates the incoming from the outgoing air. Air is thus drawn into the motor at each end through openings near the shaft and then forced by the fans against the stator winding, around the ends, and finally out through the holes near the outer periphery of the shields.



### Electrical Display Device

From ELECTRICAL MERCHANDISING, October, 1917

The Herberts Engineering Company, Inc., 10 East Forty-third Street, New York City, has developed an electrical advertising medium that displays announcements, cards, booklets, photos, pictures, cartoons and actual goods of various kinds. The device consists of an electrically-driven apparatus inclosed in a plated metal jacket and dome, upon which the goods are made to revolve without any visible means of suspension while the external part of the apparatus is quite stationary. No hooks or wires of any sort are employed. The approximate dimensions of the "Selfast," as the device is called, are 24 in. high and 12 in. in diameter. Articles of unusual shape take peculiar lines of travel about the smooth metal cylinder, rolling over and over as they pass around the surface. Having no mechanical connection with the display instrument, the weird performance is certain to create interest in any window or showcase. The device is easily installed, can be changed from one location to another quickly, and, the manufacturer points out, it is very economical to operate.

### Vapor-Proof Lamp Guard

From ELECTRICAL MERCHANDISING, October, 1917

A safety vapor-proof portable lamp guard that is designed to meet the requirements of garages or places where gases or inflammable materials may be used is being made by the McGill Manufacturing Company, 22 Oak Street, Valparaiso, Ind. A heavy steel frame, strong handle, handy grip hook and vapor-proof receptacle are the features pointed out for this guard. This apparatus takes a 25-watt standard tungsten lamp and is heavily tinned.

### Electric Washing Machine

From ELECTRICAL MERCHANDISING, October, 1917

The Puffer-Hubbard Manufacturing Company of Minneapolis, Minn., is offering a variety of types of family washing machines designed to meet various requirements. A series of disk cones is mounted concentrically on a vertical shaft which enters the washing tub from the top and causes the cones to operate vertically as plungers through the water. The shaft carrying the washing cones is clamped to a tubular-steel arch bar. Levers below the tub impart a rising and falling motion to the arch bar during operation.

Each cone contains openings which, it is stated, allow air to escape and enter at each upward or downward stroke of the shaft in such a manner as to cause pressure or suction on the clothes, which are thus thoroughly cleaned with rubbing or rotary motion. These machines have frames of angle steel, riveted and occupying small floor space. All metal parts are galvanized; frames are equipped with movable casters.

### Electric Vulcanizer

From ELECTRICAL MERCHANDISING, October, 1917

An electric vulcanizer that has only two parts has been placed on the market by the Premier Electric Company of Chicago, Ill. The two parts consist of a heating disk with a long flexible cord and plug to fit any light socket on an automobile, and a clamp to hold the disk in position. It is claimed that this vulcanizer will cement a patch in ten minutes.

### One-Piece Ground Clamps

From ELECTRICAL MERCHANDISING, October, 1917

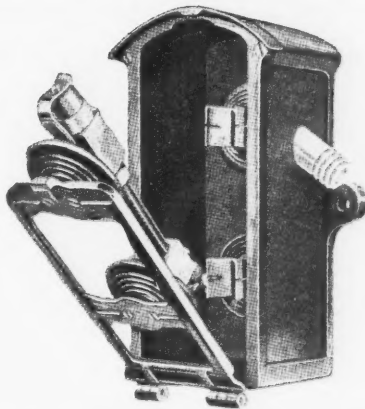
Ground clamps made entirely of copper and in one piece are manufactured by the H. B. Sherman Company of Battle Creek, Mich. The roll portion for soldering is turned in to rest against the opposite end of the clamp, preventing the ends from tipping together when tightened, holding the gears parallel and assuring the largest amount of drawing power. A screwdriver is the only tool necessary for the application of this clamp, which is made in three sizes.

### Compression Fuse Switch

From ELECTRICAL MERCHANDISING, October, 1917

The compression fuse, together with its holder, supports and inclosing box is made by the Electrical Development & Machine Company of Philadelphia. The fuse consists essentially of three parts, an aluminum melting strip, the contact member and the gas chamber. The melting strip is of aluminum and so designed that it will melt on an overload.

The fuse box consists of a combination skeleton metal frame and asbestos lumber sides. The knife-switch blades to which the line terminals are connected are mounted on composition insulators which are in turn fastened to the body and door of the box. The arrangement is such as to allow the fuse to be withdrawn by the mere opening of the lid. An additional feature pointed out is one which permits the inspection of the fuse or interior of the box without opening the circuit.

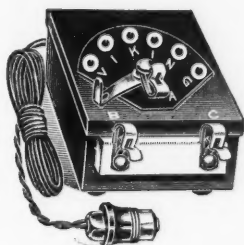


### Bell-Ringing and Toy Transformers

From ELECTRICAL MERCHANDISING, October, 1917

The Viking Electric Company, 150 Chambers Street, New York City, has recently placed upon the market a line of bell-ringing and toy transformers, to be known as its "Little Giant" line.

With the three secondary voltages of 6-10-16, this bell ringer enables the electrician to determine readily the voltage that will overcome line losses and deliver the required voltages and current at the bell. The primary cleat is provided on the inside with bosses through which the lead wires pass. The soldered joints are made on the other sides of these bosses.



Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under

proper heading for ready reference when you are in the market for electrical appliances or supplies.

## Havana Electrical Contractors Choose New Board

At a recent meeting of the Association of Machinery and Electrical Goods Merchants of Havana, Cuba, a national organization, the following new board of directors was elected: For President, Aquiles Martinez, of Zaldo & Martinez; vice-president, G. Sastre, of Gabriel Sastre & Hijo; treasurer, Oscar Vilaplana, of Vilaplana & Company; secretary, Enrique Antiga, of Antiga & Company.

**The National X-Ray Reflector Company**, 235 West Jackson Boulevard, Chicago, announces a price increase in indirect lighting materials including fixtures, fixture parts, Curtis portables, and bank desk lighting equipment.

**F. H. Poss**, formerly sales and advertising manager in the central district for the Benjamin Electric Manufacturing Company, has resigned to return to San Francisco, his former home, where he will take up the distribution of Avery tractors in the West. **G. B. Weber**, who has been associated with the sales force of the Chicago office of the Benjamin company for the last seven years, has been made sales manager, while **P. A. Powers**, formerly of the publicity department, has been made advertising manager.

**The Electric Club of Toronto** held its first annual business meeting of the season of 1917-1918 on Sept. 21, at the Prince George. **Joseph Rogers**, was the chairman of the committee. **Frank T. Groome** is the secretary-treasurer.



What's in a name, or in initials, either? Here's "G. E." Varney, of the Varney Electrical Supply Company, Indianapolis, who is a Westinghouse agent-jobber. And Mr. Varney is one of those restless captains of industry who finds time to boss a couple of wholesale and retail electrical businesses—one in Indianapolis and one in Evansville, Ind., besides being president of several electric light and telephone properties on the side. The picture shows Mr. Varney surrounded by the solitudes of the Hot Springs golf course

**F. P. Rice**, who has been connected with the publicity department of the Benjamin Electric Manufacturing Company for the last six years, has reported for duty at Camp Grant, Rockford, Ill.

**Freling Foster**, until recently advertising manager of the Hughes Electric Heating Company, Chicago, has joined the advertising staff of the Society for Electrical Development. He will take the place made vacant by the resignation of **E. M. Hunt**, who has become connected with the *Review of Reviews*.

**Jack H. Frohlich** has joined the publicity staff of the Society for Electrical Development under **Harry W. Alexander**. Mr. Frohlich has been with the Frank Seaman Advertising Agency, New York, and before that was publicity agent for the Vitagraph Company of America. The Society has now completed its reorganization due to several army enlistments. **Hill Griffith**, until recently with the advertising department, has been made captain of cavalry at Fort Meade, Md. **R. R. Jones** is now first lieutenant in the Signal Service. **J. J. Flynn** is with the national army at Camp Upton, Long Island.

**The P. A. Geier Company** of Cleveland, Ohio, manufacturers of electrical appliances, has taken out insurance covering all of its employees, including the factory as well as the office force and salesmen. The policies call for \$500 for employees who have been with the company six months, and automatically increase with length of service.

## Try this Melody on Your Cash-Register

John Pliers was a contractor,  
He worked by rule-of-thumb,  
His place looked like a junk-shop and  
John looked like a bum.

He guessed at costs and overhead,  
His bids were high or low  
According to the weather or  
The way the winds did blow.

Fool's luck kept him in business till  
Luck failed, as fail it must,  
And

John  
he  
hit  
the  
downward  
path

And finally went bust.

But John he had both sense and nerve,  
His failure taught him that  
A man cannot get rich who keeps  
His business in his hat.

He read some dope on business plans,  
Through cost systems he pored,  
fast  
darned

so  
money  
up  
piled  
And  
He bought himself a ——— flivver!

**The Lewis & Roth Company**, Philadelphia, Pa., has issued two attractive new illustrated catalogs listing its switchboard structural devices.

**H. Boker & Company**, 103 Duane Street, New York City, has prepared a cost table showing the cost per hour of current consumed at any rate from ½ cent up to 10 cents per kilowatt-hour and for wattages ranging from 1 to 1000. The table is made up in an attractive booklet form and the company offers to furnish a copy to anyone interested.

**The Link-Belt Company** of Chicago describes in its book No. 246 its electric hoists and many of their uses. The book includes a table of lifting capacities and specifications of direct and alternating-current hoists.

**The Electric Club of Toronto** will hold a luncheon meeting on Friday, Oct. 19, at the Prince George Hotel, when the club will be addressed by the Hon. Mr. Justice Sutherland on the subject of "Professions." At the Oct. 26 meeting the Hon. Mr. W. J. Hanna, food controller for the Dominion of Canada, will speak on "Food Control."



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